Comité consultatif pour l'environnement de la Baie James
James Bay Advisory Committee on the Environment
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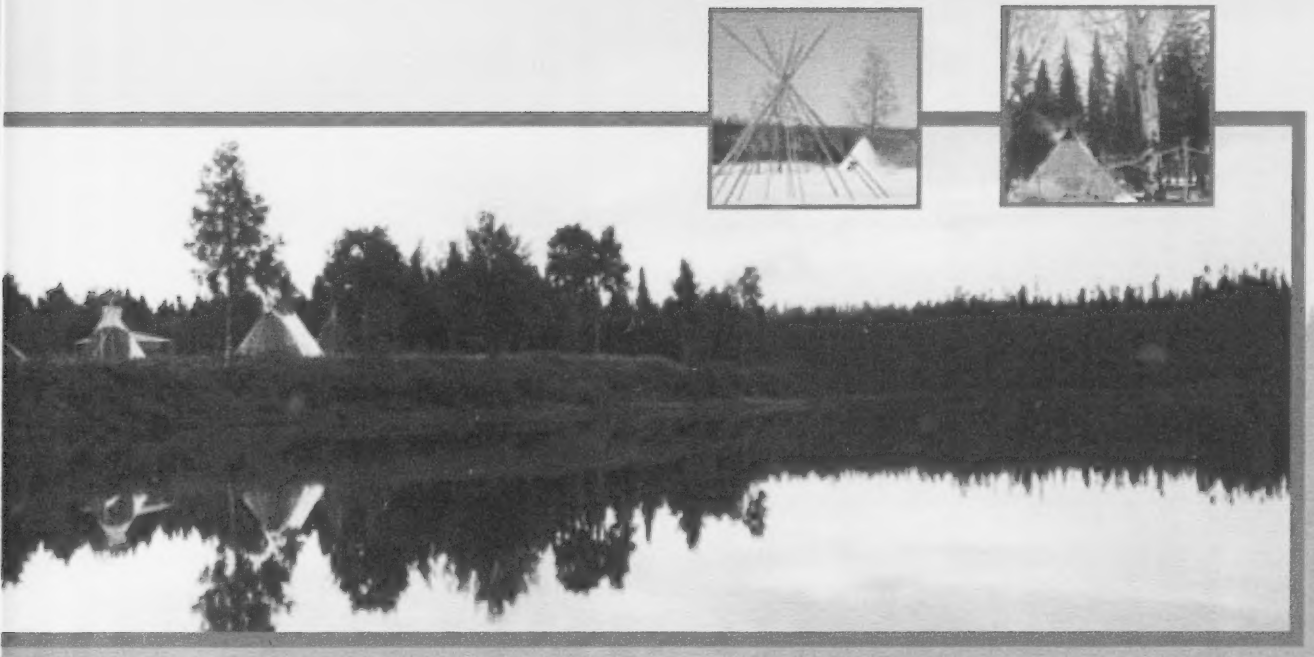

Report on the Review of the GENERAL FOREST MANAGEMENT PLANS 2008 - 2013

by Sofor Inc.
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PRODUCTION:	MARTIN PELLETIER AND CATHERINE LUSSIER
TRANSLATION:	MARILYN THOMSON
COVER GRAPHICS:	SANDRA GREEN
COVER PHOTOS:	BEESUM COMMUNICATIONS (LARGE) AND CATHERINE LUSSIER (SMALL)

Executive summary

The Government of Québec submitted to the JBACE, in September 2007, a new generation of fifteen (15) general forest management plans prepared by the TSFMA holders operating in *Eeyou Istchee*. The JBACE gave Sofor Inc. a mandate to review the GFMPs.

In preparation for this exercise, the JBACE developed a directive and an analysis grid that establishes eight issues on the basis of which the plans are evaluated. The issues correspond to the determining components of the environmental and social protection regime under the JBNQA.

Using the analysis grid, the examiners evaluated the content of the plans. They then held a round of discussions with the forestry companies that submitted the plans and the Cree members of the JWGs for the five communities affected.

The analysis of the information obtained from the plans and during the discussions made it possible to qualify each of the issues for each plan submitted. Either the plan meets the expectations of the JBACE for a given issue, or improvements are desired or it is unsatisfactory and requires corrections.

A transversal analysis helps specify the nature of the deficiencies, as necessary. It shows, for example, that the GFMPs for management units 26-65, 85-62, 86-63, 86-64 and 87-62 are deficient in respect of several issues and deemed inadmissible so long as the necessary corrective measures have not been taken.

It also shows that several plans occasionally present the same deficiency for a given issue. In these cases, we question the clarity of the directives sent to the TSFMA holders regarding the issue. For example, most of the plans were deemed unsatisfactory in terms of the information they contain on the Crees' land use. The same observation applies to the consultation on the FPDOs and to the description of the economic benefits for the Crees. In these three cases, the requirements related to the planning mechanism were imprecise, and corrective measures are essential.

Lastly, more general observations concern the inadequate content of the participation reports, confusion related to monitoring of GFMP implementation and the actors' assessment of the planning tools.

Each observation is accompanied by a recommendation to the Québec Minister of Natural Resources and Wildlife.

Summary of recommendations

1. The JBACE recommends that the Minister review the requirements regarding the description of the social context and land use so that the mandataries can better demonstrate, in the GFMPs, their understanding of the Crees' specific and distinct use of the territory.

2. The JBACE deems the plans for management units 26-65, 85-62, 86-63, 86-64 and 87-62 inadmissible because they do not respect the requirements, and it recommends that the Minister oblige the mandataries concerned to complete their Cree participation process according to the system put in place by the ANRQC; as the case may be, the mandataries must correctly use the planning maps provided by the trappers, hold a minimum of two meetings with the tallymen and consult them sufficiently regarding all forest management activities, including development of the road system.

3. The JBACE recommends that the Minister ensure that the Cree tallymen have been adequately consulted about the location of the FPDOs and require that the mandataries not in conformity in this regard resume the participation process; the Minister should adequately promote the documents on the specific management strategies of the ANRQC, such as the Draft Directive on Wildlife Habitats as well as the Mixed Stands Management Guide.

4. The JBACE recommends that the Minister ask the mandataries to clarify the means they intend to use to promote economic benefits for the Crees in the form of contracts, jobs and manpower training.

5. The JBACE recommends that the Minister revise Appendix 8 of the Instructions for the Development of General Forest Management Plans to require a more detailed and more complete description of the participation process, as recommended by the Forest Act.

6. The JBACE recommends that the Minister encourage the mandataries to use the planning tools as early as possible in the development of their plans.

7. The JBACE recommends that the Minister consult local stakeholders, including the JBACE, to ensure that criteria based on environmental and social protection for the Crees are included in the mechanisms used to monitor GFMP implementation and to acquire knowledge for the development of future general forest management plans.

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List of acronyms

ANRQC	Agreement Concerning a New Relationship Between Québec and the Crees
CQFB	Cree-Québec Forestry Board
FAPAQ	Faune et Parcs Québec (now MRNF-Faune)
FPDO	Forest protection and development objective
FSC	Forestry Stewardship Council
GFMP	General forest management plan
JBACE	James Bay Advisory Committee on the Environment
JBNQA	James Bay and Northern Québec Agreement
JWG	Joint Working Group
MRNF	Ministère des Ressources naturelles et de la Faune du Québec
TSFMA	Timber supply and forest management agreement

1. Introduction

A) Context

The implementation of the Agreement Concerning a New Relationship Between Québec and the Crees (ANRQC) has considerably changed the context surrounding the analysis of general forest management plans (GFMPs).

The adapted forest regime under the ANRQC has brought about changes in the content of the plans in relation to the previous regime. The instructions for the preparation of the plans sent to the agreement holders by Québec's Ministère des Ressources naturelles et de la Faune (MRNF) contain specific provisions concerning the Crees, particularly their involvement in the various forest management planning processes. New mechanisms and tools promoting such involvement have been introduced, and the industry must take them into account as soon as its starts to develop a GFMP.

Moreover, the ANRQC provides for close involvement by the Joint Working Groups (JWGs) in the five communities affected by the development of GFMPs. The Cree-Québec Forestry Board provided assistance before the preparation of the plans began and has a mandate to review the submitted GFMPs.

The JBACE still has the same obligations with respect to the environmental and social protection regime provided in the James Bay and Northern Québec Agreement (JBNQA), including the review of the plans. Once the plans have been submitted, the JBNQA gives the JBACE 90 days to review them and to send its comments to Québec's Minister of Natural Resources and Wildlife.

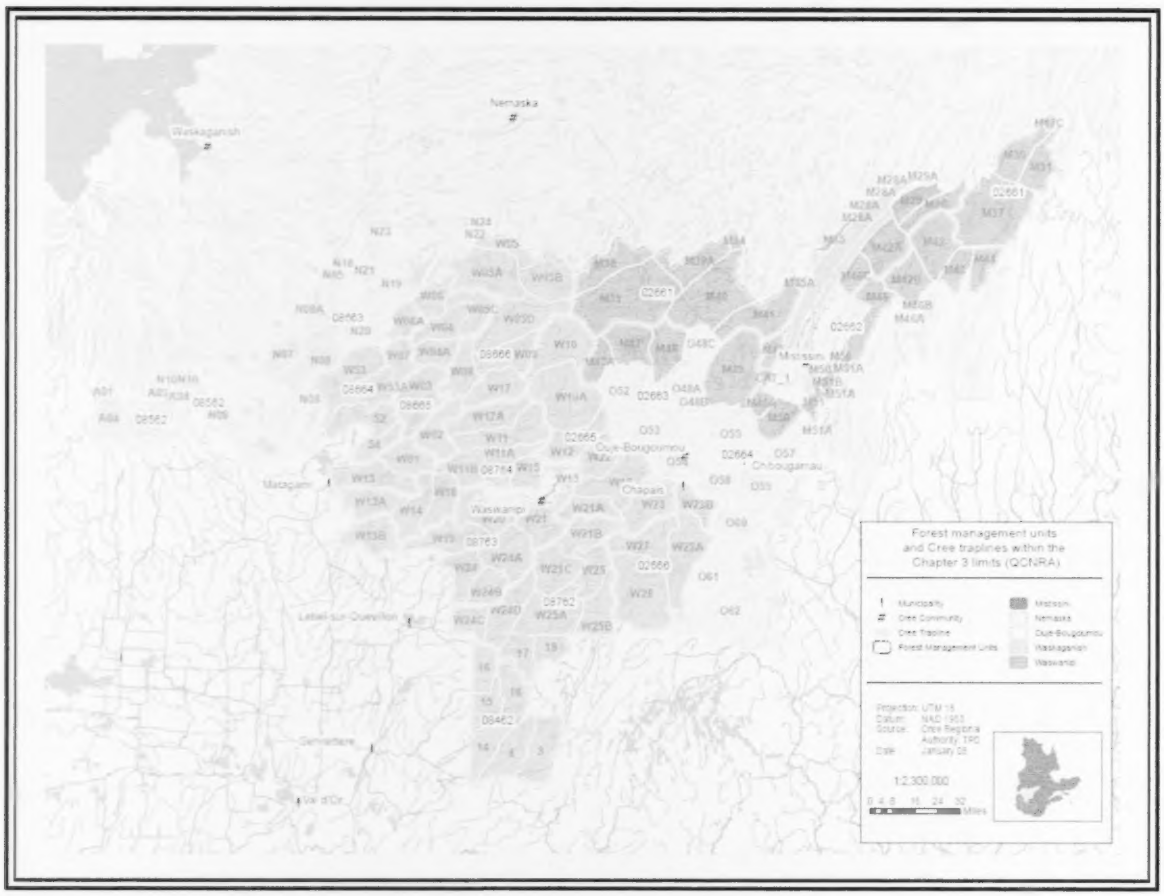
B) Mandate

In this context, the Government of Québec submitted to the JBACE, in September 2007, a new generation of fifteen (15) GFMPs prepared by the holders of timber supply and forest management agreements (TSFMA) operating in *Eeyou Istchee*, hereafter referred to as the mandataries.

The JBACE gave Sofor Inc. a mandate to review the general forest management plans (2008-2033). We hereby present the results of this analysis as well as the recommendations that the JBACE deems necessary to meet the objectives and principles of the environmental and social protection regime of the James Bay and Northern Québec Agreement. These recommendations were adopted unanimously at the JBACE meeting held on November 22, 2007.

C) Territory under study

Figure 1 Territory covered by the review (including the Cree traplines and the management units)*



* Map provided by the Cree Regional Authority

2. Approach

A) Investigative tools

In preparation for the review of the GFMPs, the JBACE developed a directive and an analysis grid defining the parameters to be observed in order to pass judgment on their acceptability. In doing so, the JBACE tried, as much as possible, to avoid overlap with the work planned by the CQFB and the JWGs.

The analysis grid establishes the eight issues retained by the JBACE to evaluate the plans. The issues correspond to the determining components of the environmental and social protection regime under the JBNQA. They are as follows:

Issue 1	Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs
Issue 2	Promote inclusion of the Crees' ecological knowledge in forest management planning
Issue 3	Ensure significant participation by the Crees
Issue 4	Respect sites that are important to the Crees
Issue 5	Ensure that hunting, fishing and trapping activities can be maintained
Issue 6	Ensure the integrity of the family trapline
Issue 7	Increase the diversity of the economic and social benefits that the Cree communities derive from the forest
Issue 8	Implement a continuous improvement process that incorporates the Crees' use of the territory

For each issue, the analysis grid contains the contextual elements that situate the reader as regards the substance of the issues and specify the JBACE's expectations of the mandataries and the content of the GFMPs. Next come the evaluation guidelines used to assess the plans.

For each issue, the first specification corresponds to the minimum scenario required of a mandatary for its plan to be deemed admissible. The scenarios that follow are evolving and give an idea of what is sought to ensure constant progress in environmental and social protection under the JBNQA. They facilitate the identification of continuous improvement targets.

The analysis grid also identifies the information sources used for the review. The numbered sections refer to the table of contents of the instruction document for the preparation of GFMPs that was sent to the agreement holders by the MRNF.

The analysis grid can be consulted in Appendix A.

To complement the analysis of the GFMPs, it was agreed that information would be gathered from the mandataries and the Joint Working Groups. These discussions were intended above all to obtain additional information and contextual elements from the stakeholders in the communities where they live.

A thematic discussion framework was developed, covering the themes and subthemes relative to each of the eight issues in the analysis grid.

It will be noted that the information obtained from the JWGs is different from that provided by the discussions with the mandataries. The purpose of the meetings with the mandataries was to ensure the best possible understanding of the context for the development of the plan and to try to identify the source of problems, as necessary. In contrast, the discussions with the JWGs were held to document the context of the consultations with the trappers for the preparation of the participation reports included in the GFMPs.

The analysis grid can be consulted in Appendix B.

B) Format of the review

On receipt of the 15 GFMPs, a preliminary content analysis was done for each as a function of the JBACE grid. Any missing information needed to complete the analysis was identified. The annotated comments served as a benchmark for the specific problems identified and to be covered in greater detail during the discussions. They appear in the column "GFMP content" in the discussion grid presented in Appendix B.

Next came the round of interviews (see Table 1). Meetings were held with all the mandataries that submitted plans to clarify the information obtained from the preliminary analysis. Moreover, meetings were also held with the Cree members of the JWGs in the five communities affected by the plans to complete and validate the information collected.

The organization of the field meetings required an intense co-ordination effort, given the tight schedule and geographic disparity of the respondents. The GFMP mandataries were contacted and their representatives were asked to identify those persons able to provide relevant information for the data collection, namely the persons involved in developing the plan.

The round of meetings with the mandataries and the JWGs took place from October 12 to 24, 2007. The mandataries were met individually or in groups at their offices, with the exception of Tembec La Sarre, for which the discussion took place on the telephone.

As for the Joint Working Groups, the Cree members of the JWGs from Waswanipi and Mistissini were met in their communities, while the representative from Oujé-Bougoumou was met at the JBACE offices in Montréal. The Cree members of the JWGs in Waskaganish and Nemaska could not be met in their communities for lack of time, so the discussions were carried out by conference call.

The discussion grids were given to the participants a few days before the meetings to enable them to obtain answers from other members of their teams, if necessary. The discussions were semi-guided and lasted, on average, an hour and a half to two hours.

Lastly, we should like to point out the warm welcome provided by the mandataries and the Cree members of the JWGs during the round of discussions. They appeared to be satisfied with the opportunity to make comments and recommendations on the process and to contribute to our exercise.

Table 1 Discussion schedule

Meetings with mandataries and JWGs	Date	Place
Meetings with mandataries		
Tembec La Sarre	October 12	Conference call
Tembec Senneterre	October 16	Senneterre
Matériaux Blanchette	October 18	Val-d'Or
Domtar	October 18	Val-d'Or
Abitibi-Consolidated	October 19	Senneterre
Mishtuk	October 22	Waswanipi
Barrette Chapais	October 23	Chapais
Chantiers-Chibougamau	October 23	Chibougamau
Meetings with Cree members of the JWGs		
Waswanipi	October 22	Waswanipi
Mistissini	October 24	Mistissini
Oujé-Bougoumou	November 1	Montréal
Nemaska	November 14	Conference call
Waskaganish	November 16	Conference call

C) Limitations

We must point out certain difficulties that limited the scope of the analysis. First, although the fifteen (15) GFMPs were submitted to the JBACE by September 1, 2007, the MRNF was not clear about whether it deemed the plans acceptable according to its criteria. Waiting for clarification of this matter delayed the start of our analysis.

Moreover, the plans were provided only in an electronic format that was difficult to use, which caused further delays.

The MRNF then said that most of the participation reports included in the GFMPs were not in conformity. The MRNF finally gave us the revised versions on November 15, 2007, only 15 days before the deadline for the JBACE's opinion. We had to question the actors more about this matter during our round of discussions.

To optimize our review of issues 4 and 5, the JBACE asked that its consultants have access to information on sites of special interest to the Crees as well as the planning maps – information deemed confidential. We finally obtained the agreement of the Cree authorities after signing a confidentiality agreement. The agreement was signed on October 31, 2007, and the documents became accessible only nine days before the submission of the report. It goes without saying that the verification of these issues is limited to observation of specific examples during the meetings with the mandataries and the Cree members of the JWGs.

Regarding the meetings with the members of the JWGs, it should be noted that the representatives of the Québec government refused to take part in our discussions. Moreover, we met with the Cree representatives before they had done their own review of the GFMPs. As a result, more background information was required during the meetings.

Lastly, it should be noted that our comments and recommendations on the plans are made in a context in which timber allocations to TSFMA holders have not yet been specified. The GFMPs are therefore subject to change, which could also affect our analysis.

3. Results of the review

A) Method used to analyze the results

To qualify the issues, we first examined the discussion grids to propose an initial, collated version of the observations. This version takes the form of the detailed grids of results in Appendix C of this document. It contains all the results for each management unit.

The analysis of the information obtained from the plans and the discussions then enabled us to qualify each issue for each plan. To that end, we used a simple qualification system to rate the issues.

If the mandatary did not meet the expectations of the JBACE for a given issue, the plan was deemed "unsatisfactory" for that issue and in need of correction. If the mandatary met the expectations, the plan was deemed "satisfactory." Moreover, the JBACE marked with an asterisk those issues for which improvements were clearly desired, despite the "satisfactory" rating. In certain cases in which the mandatary could not consult the tallymen for uncontrollable reasons, the issue was categorized as "inapplicable."

It is important to note that the evaluation is qualitative and is based on the examiners' judgment. There is no weighting of the JBACE's expectations or guidelines. Instead, we adapted our evaluation according to the continuous improvement mechanism that the implementation of the ANRCQ represents.

We must differentiate between the elements required by the JBACE with respect to the mandataries' obligations, through the planning process, and the other elements required by the JBACE, which would add value to the process. Here are a few examples of the reasoning that led to the assignment of the ratings.

We assigned an "unsatisfactory" rating when a mandatary's action or inaction excluded the Crees from the planning process and thus jeopardized elements meant to ensure their way of life. For example, we believe that exclusion of the Crees from the location of forest roads or conservation measures such as FPDOs can have a direct impact on the territory and its wildlife habitats and thus on the trappers' activities.

Conversely, it is certainly desirable that the mandataries adopt continuous improvement objectives regarding Native issues, especially through the certification process, but the lack of such an initiative does not play a direct role in jeopardizing the Cree way of life. This is an example for which we assigned the rating "improvements desired."

In addition, we assigned an "unsatisfactory" rating for a given issue to plans that do not meet the minimum scenario established by the JBACE in the guidelines for its analysis grid. For example, certain mandataries present no figures for the award of jobs or contracts to the Crees. Other mandataries did not follow all the stages of the Cree

participation process or did not use the maps and tools documenting the Crees' knowledge.

Finally, we deemed "satisfactory" the issues for which the mandataries demonstrate, through their plans and their actions, that they have met all the guidelines proposed by the JBACE.

The compiled results of the qualification of the issues are given in Table 2. A colour code is used to point up the differences and enable the reader to visualize the results more easily.

After qualifying each issue for each plan, we did a transversal analysis to specify the nature of the deficiencies, where appropriate.

The purpose of this analysis is first to check whether the mandataries propose plans with several major deficiencies. This would show the inadmissible nature of the plans in question.

Moreover, another purpose of the transversal analysis is to examine whether the majority of the plans present the same deficiencies for a given issue. Such an outcome would indicate procedural deficiencies. For example, this result would occur if the instructions given to the mandataries were deficient; we would therefore see the same shortcomings in most plans.

The transversal analysis therefore enables us to characterize the nature and to identify the origin of the various problems encountered. Ultimately, it enables us to make recommendations regarding the deficiencies.

Table 2 Summary of the results obtained from qualification of issues

Issue	Qualification by management unit														
	26-61	26-62	26-63	26-64	26-65	26-66	84-62	85-62	86-63	86-64	86-65	86-66	87-62	87-63	87-64
1- Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	U	U	U	U	S	U	U	U	U	U	U	U	U	U	U
2- Promote inclusion of the Crees' ecological knowledge in forest management planning	S	S	S	S	U	S	X	S*	U	U	S	S*	U	S*	S*
3- Ensure significant participation by the Crees	S	S	S*	S*	U	S*	X	U	U	U	S*	S*	S	S*	S*
4- Respect sites that are important to the Crees	U	U	S	S	U	S	S	U	U	U	U	U	U	U	U
5- Ensure that hunting, fishing and trapping activities can be maintained	U	U	S	S	U	S	S	U	U	U	U	U	U	U	U
6- Ensure the integrity of the family trapline	S	S	S*	S*	U	S*	S*	U	S*	S*	S*	S*	S	S*	S*
7- Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	S	S	S	S	S	S	S*	U	S	S	U	U	S	U	U
8- Implement a continuous improvement process that incorporates the Crees' use of the territory	S	S	S*	S*	S*	S*	S	S	S	S	S*	S*	S	S*	S*

S = Satisfactory U = Unsatisfactory S* = Improvements desired X = Inapplicable

B) Observations and recommendations

This section contains the main concerns for the JBACE arising from the analysis of the results. It sets out the essential shortcomings found in the review of the fifteen (15) GFMPs, in terms of the individual plans or defective procedures that could have caused the content of the plans to be inadequate according to the JBACE criteria.

The concerns are expressed in the form of observations accompanied by explanatory texts, as well as recommendations designed to alleviate the deficiencies.

Observation 1: Incomplete knowledge of Native matters

We see a certain tendency as regards the first issue. Most of the plans were deemed unsatisfactory in terms of the information they contain on the Crees' use of the territory.

In particular, the fact that all the information on Native people is presented in separate sections is in a sense an infringement – in the guise of special attention – of the role they are entitled to play in the planning process.

In several sections of the plans that contain information on the use of the territory by non-Natives, it would be relevant to have data pertaining to Natives. This segregation of information precludes an integrated idea of the coexistence of the various groups living in the territory.

It also gives the impression that the Native question has been dealt with, once the reader has finished these sections. But the sections on tourism, vacation-related use and wildlife use are all examples of land use that interact with the Native way of life.

As for the descriptive section on the communities, it is weak and repetitious, especially in the case of the plans awarded to the same consultant. It also occasionally contains incorrect and outdated information.

This section certainly does not make it possible to conclude that the mandatary understands the environment where it operates. But it is a start that will enable the planners to optimize the measures in the ANRQC and improve their management proposals.

Recommendation 1

The JBACE recommends that the Minister review the requirements regarding the description of the social context and land use so that the mandataries can better demonstrate, in the GFMPs, their understanding of the Crees' specific and distinct use of the territory.

Observation 2: Cree participation

If we concentrate on the issues that are more related to the Cree participation mechanism, namely issues 2, 3 and 6, no general observation can be made regarding all the plans. But in examining the plans individually, we see that the same plans sometimes show deficiencies for several of these issues.

This gives us an indication of the ineffectiveness of the participation mechanism implemented for these management units. Moreover, we were able to confirm this result during the round of discussions.

Concerning management unit 26-65, the mandatary's representative said that the five-year planning was already complete when he became aware of the trappers' planning maps and that only one meeting was held with the tallymen. We also see that several of the harmonization requests made by the trappers were deferred until the consultation regarding the annual plans.

This was confirmed by the Cree members of the Waswanipi JWG. They expressed a great deal of discontent toward this mandatary, saying that it had started its participation process one day before the deadline for submission of the plans.

For management unit 85-62, the mandatary's participation report states that only one meeting was held with the Crees, whereas the process requires a minimum of two. It also states that the planning maps serve as third-party participation, whereas their objective is to facilitate discussion between the parties.

The Cree members of the Waskaganish JWG say they feel left out of the process. They believe that not enough importance is given to the tallymen from their community. They say they are still waiting for the results of their first meeting. They consider the process incomplete.

Management units 86-63, 86-64 and 87-62 all have the same mandatary. It says it received the trappers' planning maps too late to include them in its planning, although the transmission deadlines were the same as for the mandataries that demonstrated they did include the maps. For units 86-63 and 86-64, the mandatary also says it did not hold all the second meetings with the tallymen.

The representatives from Waskaganish made the same comments regarding this mandatary. The Cree members of the Nemaska JWG agreed with their colleagues from Waskaganish and specified that only a representative from the MRNF arrived to hold the one participation session. It appears that the MRNF acted as an intermediary in this particular case and that it was impossible for the representative to obtain the planning maps from the tallyman concerned because the confidentiality agreements exclude government representatives.

It seems clear that these cases represent a major infringement of the planning process. We therefore deem these plans inadmissible until corrective measures are taken.

Recommendation 2

The JBACE deems the plans for management units 26-65, 85-62, 86-63, 86-64 and 87-62 inadmissible because they do not respect the requirements, and it recommends that the Minister oblige the mandataries concerned to complete their Cree participation process according to the system put in place by the ANRQC; as the case may be, the mandataries must correctly use the planning maps provided by the trappers, hold a minimum of two meetings with the tallymen and consult them sufficiently regarding all forest management activities, including development of the road system.

Observation 3: FPDOs

Regarding issues 4 and 5, it was observed that the mandataries generally respected the terms of the ANRQC regarding sites of special interest and of wildlife interest to the Crees (1% and 25%). Several of them also showed that they had taken into account the other sites identified by the Crees during the planning.

It is, however, the location of the FPDOs in consultation with the tallymen that is the stumbling block in most of the cases, leading to the unsatisfactory results.

Although the plans stipulate that the mandataries must consult the tallymen to optimize the location of the FPDOs, it appears from the discussions that only a minority of the mandataries did so. The reason was the rush to meet the deadline, according to all the respondents.

Although the mandataries candidly admitted they did not consult the tallymen, several said they located the FPDOs as a function of their knowledge of the Crees' concerns and some even said they used the planning maps provided by the trappers.

As already stated, we were not able to check this information because the Crees' confidential information became available only nine days before the deadline. But the comments made by the Cree members of the JWGs lead us to believe we will have to check the mandataries' statements.

In Waswanipi and Oujé-Bougoumou, among other places, several examples were raised regarding certain FPDOs that overlapped with sites of special interest to the Crees (1%), while the trappers in Mistissini want to check the FPDOs in question in the field before making any commitments.

Moreover, regarding the Draft Directive on Wildlife Habitats and the Mixed Stands Management Guide, we see the same result as for the FPDOs. In both cases, most of the mandataries said they were not even aware of the existence of such documents even though their own plan recommends the use of them.

Recommendation 3

The JBACE recommends that the Minister ensure that the Cree tallymen have been adequately consulted about the location of the FPDOs and require that the mandataries not in conformity in this regard resume the participation process; the Minister should adequately promote the documents on the specific management strategies of the ANRQC, such as the Draft Directive on Wildlife Habitats as well as the Mixed Stands Management Guide.

Observation 4: Jobs and contracts

Several plans are also unsatisfactory as regards issue 7. These cases are flagrant since section 3.2.6 of the GFMP, which should state projected jobs and contracts for the Crees (Table 25), contains only zeros, although the stipulation is that the management mandatary shall give priority to the hiring of Cree workers by the forest management contractors operating in this management unit.

Moreover, even in those cases where figures are given, there is no indication of the means or the implementation.

Recommendation 4

The JBACE recommends that the Minister ask the mandataries to clarify the means they intend to use to promote economic benefits for the Crees in the form of contracts, jobs and manpower training.

Observation 5: Participation reports

The participation reports are clearly insufficient and imprecise. Their content does not allow us to judge the substance of the consultation meetings or to evaluate the degree of Cree participation. In addition to a lack of uniformity and consistency in the information gathered, the reports' lack of rigueur discredits the process.

If the participation report is the main record left by the participation process, it is essential to put in place improvement criteria and a revised methodology for its preparation.

Recommendation 5

The JBACE recommends that the Minister revise Appendix 8 of the Instructions for the Development of General Forest Management Plans to require a more detailed and more complete description of the participation process, as recommended by the Forest Act.

Observation 6: Planning tools

The tools developed in the GFMP preparation process, notably the planning maps prepared jointly by the communities, the Cree Regional Authority, the Cree-Québec Forestry Board and the Waswanipi Cree Model Forest, contribute significantly to enlightened participation by the Cree users of the territory. They represent a significant contribution to compliance with the determining components of the environmental and social protection regime of the JBNQA.

The mandataries said they were generally satisfied with the value added by the maps and believe they facilitate the harmonization process involving the trappers, especially when they receive the information in the maps before the consultation process.

Accordingly, there is room to optimize the use of these tools, whose potential is clear to the mandataries' representatives and the JWGs alike.

Most of the mandataries said they had established good relations with the trappers, and their comments on the consultation process indicate that the participation tools led, in these cases, to the possibility of refining the planning on the scale of the trapline.

The trappers were most receptive to the mandataries that left an opening for inclusion of their sites of special interest by bringing to the table options for discussion rather than planning that was already detailed. The Cree members of the JWGs also made positive comments about these mandataries during our meetings.

Recommendation 6

The JBACE recommends that the Minister encourage the mandataries to use the planning tools as early as possible in the development of their plans.

Observation 7: Monitoring of GFMP implementation

Most of the mandataries feel they are not accountable for monitoring the implementation of their plans and the knowledge to be acquired.

In their plans and comments, the mandataries say they expect the MRNF to take the necessary measures. But these measures are imprecise in the plans, since the MRNF establishes a monitoring process only for its own concerns regarding the management strategy used. Moreover, Chapter 9 of the GFMPs on the knowledge to be acquired is almost non-existent.

In a context of implementation of a new adapted forest regime such as that of the ANRQC, the MRNF and the TSFMA holders must demonstrate greater vigilance as regards achievement of the objectives.

We are of the opinion that specific criteria based on environmental and social protection for the Crees must be an integral part of the measures used to monitor implementation of the GFMPs.

Recommendation 7

The JBACE recommends that the Minister consult local stakeholders, including the JBACE, to ensure that criteria based on environmental and social protection for the Crees are included in the mechanisms used to monitor GFMP implementation and to acquire knowledge for the development of future general forest management plans.

4. Conclusion

A) Comments on the ANRQC planning process

The new generation of plans can be considered the first step toward implementation of the ANRQC, which by default represents a clear improvement over the previous generations. In general, the plans represent, with the limitations discussed, a generally honourable intention to respect the provisions of the JBNQA and the ANRQC.

In this sense, the ANRQC planning process that led to the plans represents a useful basis for an adaptive process designed for continuous improvement. But we have certain concerns that should be monitored.

First, it is difficult to believe that the planning process was rushed, once the green light was given, since it had been delayed three consecutive years for various reasons. The stakeholders we met with agree, moreover, that the haste that characterizes the planning process is debatable.

This haste has an undeniable impact on the effectiveness of the Crees' participation mechanism. For example, the consultation of the Crees regarding FPDOs was botched in most cases, and the planning tools, such as the Directive on Wildlife Habitats and the Mixed Stands Strategy, were ignored.

Moreover, the Cree members of the Waswanipi JWG vigorously objected to the obligation to hold participation sessions during the Canada-goose hunting period and to shorten the meetings with the trappers to thirty (30) minutes, given the tight deadlines that had to be met.

The adapted forest regime under the ANRQC will be valid only if the Cree users in the territory endorse it. This will happen if they feel that the mechanisms established to give them a role are optimized. If, however, there is only frustration and ineffective communication, the participation process will be nothing more than window dressing.

Moreover, we question the idea of starting the planning process before the volumes allocated to the TSFMA holders are known. In this way, the forestry companies are management mandataries for units where they are not sure they will be operating and for which they do not know all the agreement holders that will be operating there. They acknowledge that the result can be approximate planning that is subject to change.

The same question arises over the new calculation of the allowable cut for the territory. We do not question the justification of the calculation but we expect clashes if the mandataries have to change their planning as a result of the new calculation. All this would create confusion on the part of the Cree tallymen, who seem to question the coherence of the process.

Lastly, we must point out that the mandataries said they had difficulty obtaining clear directives from the government authorities. For their part, the Cree members of most of the JWGs deplored the constant changes in their government counterparts, which hinder efforts to build relations based on mutual understanding.

B) Feedback on the JBACE review process

Further to the review of the fifteen (15) GFMPs, some feedback on the process proposed by the JBACE is appropriate. In general, it was effective and fairly simple. For example, the analysis grid contained many indications of the elements sought by the JBACE and the information sources to be consulted.

Still, the review would not have been possible without the meetings with the mandataries and the members of the JWGs, since not all the information sought by the JBACE was provided in the plans. Occasionally, this occurred for reasons of confidentiality or because the content required in the JBACE analysis grid did not correspond to what was required of the mandataries by the MRNF. This aspect should definitely be considered because it delays the review and adds to the cost.

That being said, the actors we met with clearly said that they very much wanted to comment on the planning process and they were generally appreciative of the visit by the JBACE examiners. Moreover, they are expecting the JBACE to provide feedback on the results of the review.

As for the time allowed to conduct the review, it appears that the 90-day period was tight, given the communication difficulties and the size of the territory to be covered. In future, better communication with MRNF officials would definitely make it possible to complete the review on schedule.

We hope that this first analysis will serve as a benchmark for the next generation of plans, making it possible to assess whether there has been any improvement. It has the potential to become a tool that can help measure progress.

Appendix A

Analysis grid

Issue 1	Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs
Context	The adapted forest regime under the ANRQC oversees forestry operations in the territory by including certain measures designed to reduce their impact on the Cree trappers' way of life. The Crees count on the agreement holders to make all possible efforts to understand the ways in which they occupy and use the forest. In this way, the planners can optimize the measures in the ANRQC and improve their management proposals. The JBACE therefore examines whether the agreement holders demonstrate an understanding of the Crees' occupancy and use of the forest. The JBACE also evaluates the efforts made by the agreement holders to promote discussion with the Crees on this matter.

Evaluation guidelines	Information sources[1]
• The agreement holders demonstrate their knowledge of Cree values and define the characteristics of the Crees' use and occupancy of the territory; • The agreement holders demonstrate their participation or their will to participate in or to organize intercultural activities (e.g. field visits, participation in community activities, etc.); • The agreement holders have a personnel training program on Native realities.	Sections 1.2 and 2.2 + meeting with the agreement holders

[1] The numbered sections refer to the table of contents in the document setting out the instructions for the preparation of GFMPs sent to the agreement holders by the MRNF. It will normally have the same table of contents as the plans submitted for review.

Issue 2	Promote inclusion of the Crees' ecological knowledge in forest management planning
Context	The Crees believe that their real participation in forest management planning must include recognition and appreciation of their ecological knowledge. Combined with scientific knowledge, Native knowledge provides a good means of formulating effective forest management strategies. The Crees have begun a vast project to document the use of the territory on the scale of family traplines. This documentation is based on a planning map accompanied by a tool used to interpret the knowledge. The JBACE checks the degree to which the agreement holders recognize the value of and include the Crees' ecological knowledge in their planning and whether they assist the Crees with their information gathering and organization.

Evaluation guidelines	Information sources
• The agreement holders use and include in their planning the maps and tools illustrating and explaining the ecological knowledge documented by the Crees; • The agreement holders involve knowledgeable Crees in their monitoring activities or take part in research projects that incorporate Cree knowledge to improve forest practices; • The agreement holders support the Crees in their initiatives to document ecological knowledge by sharing human, material or financial resources as necessary.	Section 3.2, 8 and 9, participation report and meeting with the agreement holders and the JWG

Issue 3	Ensure significant participation by the Crees
Context	Numerous provisions of the ANRQC concern Cree participation in forest management planning. Moreover, the MRNF, the CQFB, the JWGs, the Cree Regional Authority and the Waswanipi Cree Model Forest have been closely involved in the development of processes, mechanisms and tools for this purpose since the agreement was implemented. This constant concern shows the importance placed on the Crees' participation. The stakeholders recognize that this is the cornerstone that can ensure the success of the adapted forest regime and the forestry provisions of the ANRQC. The JBACE is of the same opinion. But once the processes are in place and the tools are available, it is up to the TSFMA holders to operationalize this participation within their planning. That is why the JBACE evaluates the emphasis that the agreement holders place on participation initiatives involving the Crees. The JBACE looks for indications, in the GFMPs, that the agreement holders have incorporated the processes, mechanisms and tools made available to them and the degree to which they have tried to optimize them.

Evaluation guidelines	Information sources
• The agreement holders have followed the various stages of the participation process as recommended by the MRNF; • The agreement holders demonstrate that they have done their best to obtain the Crees' agreement to their management proposals; if any disagreement persists, the agreement holders have documented the dispute-settlement mechanism; • The agreement holders support or propose the development of tools and the organization of activities designed to achieve a common vision or enlightened consent (visual tools, field visits, etc.); • The agreement holders put in place a separate consultation process for the communities to complement the tallymen's direct participation; • The agreement holders provide a process to evaluate and monitor the Crees' satisfaction with their participation in forest management planning mechanisms.	Sections 3.2 and 6, participation report and meeting with the agreement holders and the JWGs

Issue 4	Respect sites that are important to the Crees
Context	The Crees' use of the territory usually involves an expanded family on the scale of a family trapline. This territory consists of numerous camp sites and cultural sites, connected by a network of paths and access routes (watercourses and/or forest roads) located strategically as a function of gathering and harvesting activities. These various features often have a great deal of historical value. Forest management can therefore have a direct impact on the Cree way of life by destroying such sites or affecting them temporarily or permanently. The JBACE believes that a lack of consideration by the agreement holders in this regard may compromise their relations with the Crees. Moreover, it could play a direct role in jeopardizing the Crees' way of life. The JBACE therefore analyzes the conservation strategy put in place by the agreement holders to mitigate the impacts of their activities on the Crees' use of the territory. The JBACE assesses the efforts made to understand this land use on a case-by-case basis, on the scale of the family trapline, and observes the degree to which the management proposals are adapted accordingly.

Evaluation guidelines	Information sources
• The agreement holders demonstrate they have protected the cultural sites identified by the Crees (1%); • The agreement holders propose protection or mitigation measures for the other important sites identified by the Crees on the planning map (they explain the reasons that prevented them from doing so, as necessary); • The agreement holders document the missing information that will enable them to adjust their practices (e.g. seasons when the Crees use sites, enhanced landscapes requiring adapted practices, etc.); • The agreement holders demonstrate that they make synergistic use of the FPDOs proposed by the MRNF and the tools developed under the ANRQC to optimize conservation of the cultural sites considered a priority by the Crees; • The agreement holders propose jointly with the tallymen adjustments to the adapted forest regime to promote the conservation of cultural sites, as necessary.	Sections 3.2, 4 and 6, participation report and meeting with the agreement holders and the JWGs

Issue 5	Ensure that hunting, fishing and trapping activities can be maintained
Context	Hunting, fishing and trapping activities are central to the Cree way of life and represent the cornerstone of their subsistence economy. The best way to ensure these activities can be maintained is to see that the family traplines are rich in quality wildlife habitats. The JBACE believes that the Cree users are in the best position to characterize the wildlife habitats. The ANRQC puts in place a mechanism enabling the Crees to identify sites presenting wildlife interest in their family traplines. The Crees enhance this mechanism using a process to document their knowledge, which specifies the importance of wildlife habitats in terms of their use of the territory. The agreement holders must demonstrate that their planning includes these sites and that they adapt their practices as a function of the resources and habitats to be conserved. The JBACE examines how the agreement holders harmonized their practices to take the wildlife habitats into account and evaluates the efforts made by them to understand the information on wildlife habitats shared by the Crees.

Evaluation guidelines	Information sources
• The agreement holders demonstrate that they have included sites of wildlife interest to the Crees (25%) in their planning in addition to locating the residual blocks jointly with the tallymen; • The agreement holders demonstrate that they have included the other sites of wildlife interest to the Crees in their planning or explain the reasons that prevented them from doing so, as necessary; • The agreement holders document the missing information that will enable them to adjust their practices (e.g. seasons when the Crees frequent wildlife habitats for harvesting); • The agreement holders demonstrate that they make synergistic use of the FPDOs proposed by the MRNF and the tools developed under the ANRQC to optimize conservation of the wildlife habitats considered a priority by the Crees; • The agreement holders propose jointly with the tallymen adjustments to the adapted forest regime as necessary to promote conservation of sites of wildlife interest; • The agreement holders take part in research projects on wildlife habitats in *Eeyou Istchee*.	Sections 3.2, 4 and 6, participation report and meeting with the agreement holders and the JWGs; The meeting with representatives of the Association of Cree Trappers and/or the wildlife unit of the MRNF can also shed additional light on this issue

Issue 6	Ensure the integrity of the family trapline
Context	Forest management contributes to the development of access to the territory of *Eeyou Istchee*. The Crees occasionally bear the brunt of this development when, for example, a new road system is conducive to penetration of the territory by numerous vacationers. Whether Native or non-Native, they change the wildlife harvest rates. Moreover, the construction of camps for forestry workers can accentuate this phenomenon or cause other impacts, such as pollution. According to the Cree way of life, the tallymen have always done wildlife inventories in their traplines. Historically, they established access as a function of these inventories. To ensure that development does not disturb this balance, the agreement holders must consult the tallymen when they plan their road system and major infrastructures. The JBACE examines how the agreement holders incorporate the Crees' concerns into the development of their system of forest roads and the planning of major infrastructures related to forestry activities.

Evaluation guidelines	Information sources
• The agreement holders demonstrate they have taken the Crees' concerns into account in the development of their road system and the location of major infrastructures; • The agreement holders have information policies for their employees and subcontractors on the land regime of the JBNQA and the rules of good conduct and the hunting and fishing regulations for *Eeyou Istchee*; • The agreement holders propose measures to monitor the integrity of the territory as a function of changing access.	Sections 7.3 and 8 + meeting with the agreement holders and the JWG

Issue 7	Increase the diversity of the economic and social benefits that the Cree communities derive from the forest
Context	The Crees can benefit from the spinoffs of forest development in *Eeyou Istchee*. It represents, for example, a source of diversification for their subsistence economy and an employment opportunity in their territory for the members of the communities, both young people and adults. The agreement holders can promote such benefits through their forest management plans by ensuring a role for the Crees. The JBACE assesses the agreement holders' true intentions to offer and develop options in this regard.

Evaluation guidelines	Information sources
• The agreement holders plan to allocate jobs to the Crees and to award contracts to Cree businesses as part of their forestry activities; • The agreement holders provide or support training programs to develop Cree manpower for the forest sector; • The agreement holders try to diversify the employment opportunities for Crees in line with the potential of each (e.g. involvement of families to monitor forest activities in their traplines, involvement of trappers to control the beaver population near forest roads, etc.); • The agreement holders offer to adapt the conditions of the jobs offered to the Crees to their culture (e.g. opportunity to take part in the goose break and the moose break, respect for Natives' statutory holidays, etc.).	Section 3.2.6 and meeting with the agreement holders

Issue 8	Implement a continuous improvement process that incorporates the Crees' use of the territory
Context	It is true that the forest regime of the ANRQC is in itself an adaptive regime. Moreover, the compliance audit to be conducted by the MRNF, the CQFB and the JWGs will make it possible not only to check the content of the plans as a function of the regime but also to detect potential deficiencies of the regime to ensure continuous improvement. The JBACE believes nevertheless that the TSFMA holders are well placed to note and propose ways to improve the regime. They are also in the best position to adapt their practices as a function of the Crees' concerns and to act promptly in this regard when the plans are in effect. The JBACE believes, moreover, that the rights they are granted involve an important environmental and social protection responsibility, pursuant to Section 22 of the JBNQA. The JBACE therefore looks for indications in the GFMPs that demonstrate that the agreement holders have committed themselves to a continuous improvement process. The JBACE checks how the agreement holders use the mechanisms in place and whether they show initiative in constantly striving to reduce the impact of their activities on the Crees' use of the territory.

Evaluation guidelines	Information sources
• The agreement holders are involved in a forest-practices certification process that includes Native concerns; • The agreement holders present continuous improvement objectives that respect the Crees' use of the territory; • The agreement holders demonstrate concern about the integrity of Cree sites in monitoring their management strategy; • The agreement holders present an information-acquisition strategy that reflects the Crees' concerns; • The agreement holders work with the Crees to propose a monitoring and research agenda.	• Section 1.3 • Section 4.3.11 • Section 8 • Section 9 • Sections 8 and 9

Appendix B

Discussion grid

James Bay Advisory Committee on the Environment

Review of the general forest management plans

Data collection grid

Identification of plan

Management unit:
Mandatary:
Other agreement holders (volumes as a %):
Traplines affected by the planning:

Interview with the mandatary / agreement holders

Persons met (position, contact information and role in planning and implementation of the plan):
Place of the meeting:
Date / time:

Interview with members of the JWG

Persons met:
Place of the meeting:
Date / time:

Identification of examiners

Context

During the telephone call to schedule the meeting:

- Agree on the persons to be present
- Distribute the analysis grid and the questionnaire in advance

During the meeting:

- Introduction of the parties and information of their role in the preparation of the plans
- Clarifications on the objectives of the meeting and the purpose of the exercise for the JBACE
- Feedback on the questionnaire / do they have questions before beginning?

Interview

* Complete the grid for data gathering

Conclusion of the interview

- Draw up a list of the missing information that the mandataries must send us (if applicable)
- Comments and suggestions regarding our exercise

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs			
Do the agreement holders demonstrate their knowledge of Cree values and define the characteristics of the Crees' use and occupancy of the territory? (Sections 1.2.2, 2.2 and 3 of the GFMP) • What information sources did the agreement holders use to describe the occupancy of the territory? • Did the agreement holders have discussions with the liaison agents in the Cree communities on this matter? Did they obtain reference documents from the communities?			
Do the agreement holders demonstrate their participation or their will to participate in or to organize intercultural activities (e.g. field visits, involvement in community activities, etc.)? (Sections 1.2.2 and 3 of the GFMP) • Do they cite examples? It this anecdotal information or is there a policy on this matter? Did they document their presence at such activities? • Did the JWGs perceive interest on the part of the agreement holders in taking part in such activities?			
Do the agreement holders have a program to train their personnel about Native realities? (Sections 1.2.2 and 3 of the GFMP) • If so, how many people received the training? Does this number include subcontractors? Will they continue to provide this training during the period covered by the GFMP? • If not, are they planning such a program?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning			
Do the agreement holders use and include in their planning the maps and tools illustrating and explaining the ecological knowledge documented by the Crees? (Sections 3.2 and 7 of the GFMP + participation report) • Did they consult and use the planning maps during the participation sessions? • Did they sign the related confidentiality agreement? • Did they use other tools? Which ones? • How do the agreement holders maintain the confidentiality of the information (describe the mechanisms put in place by the company)? Do the agreement holders involve knowledgeable Crees in their monitoring activities? (Sections 3.2, 4 and 8 of the GFMP + participation report) • Do they have examples of trappers' involvement in the precise location of certain sites and habitats? • Do they intend to do so? Do the agreement holders take part in research projects that include Cree knowledge to improve forest practices? (Sections 1, 3 and 9 of the GFMP) • If so, state the nature of the projects, the institutions and the researchers. • If not, why? Do the agreement holders support the Crees in their initiatives to document ecological knowledge by sharing human, material or financial resources as necessary? (Sections 1, 3 and 9 of the GFMP)			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Issue 3 Ensure significant participation by the Crees			
Did the agreement holders follow the stages of the participation process recommend by the MRNF? (Sections 3.2 and 6 of the GFMP + participation report) • Did the agreement holders hold the required sessions, follow up on them and document the meetings? Do the agreement holders demonstrate that they have done their best to obtain the Crees' agreement regarding their management proposals? If any disagreement persists, did the agreement holders document the dispute-settlement mechanism? (Sections 3.2 and 6 of the GFMP + participation report) • Is the participation report sufficiently descriptive? • According to the JWGs, does the report adequately reflect the substance of the discussions? Do the agreement holders sustain or propose the development of tools and the organization of activities conducive to a common vision or enlightened consent (visual tools, field visits, etc.)? (Sections 3.2 and 8 of the GFMP + participation report) Did the agreement holders put in place a separate consultation process for the communities to complement the tallymen's direct participation? (Sections 3.2 and 6 of the GFMP + participation report)			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Did the agreement holders provide a process to evaluate and monitor the Crees' satisfaction? (Sections 3.2, 6 and 8 of the GFMP + participation report) • In relation to their participation in forest management planning mechanisms? • In relation to the effectiveness of the forest measures and practices?			
Issue 4 Respect sites that are important to the Crees			
Do the agreement holders demonstrate that they have protected the cultural sites identified by the Crees (1%)? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders propose protection or mitigation measures for the other important sites identified by the Crees on the planning map (or do they explain the reasons that prevented them from doing so, as necessary)? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders document the missing information that will enable them to adjust their practices (e.g. seasons when sites are used by the Crees, enhanced landscapes requiring adapted practices, etc.)? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders demonstrate that they make synergistic use of the FPDOs proposed by the MRNF and the tools developed under the ANRQC to optimize conservation of cultural sites given priority by the Crees? (Sections 3.2, 4.3, 6 and 7 of the GFMP + participation report) • If so, how?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
• If not, why? Do the agreement holders propose jointly with the tallymen adjustments to the adapted forest regime to promote the conservation of cultural sites, as necessary? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report)			
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained			
Do the agreement holders demonstrate that they took sites of wildlife interest to the Crees (25%) into account in their planning in addition to locating the residual blocks jointly with the tallymen? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders demonstrate that they included the other sites of wildlife interest to the Crees in their planning or explain the reasons that prevented them from doing so, as applicable (the sites on the planning map that are not necessarily in the 25%)? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders document the missing information that will enable them to adjust their practices? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) • Seasons when the Crees frequent the wildlife habitats for harvesting purposes? • Have the users who frequent the areas where activities are planned been determined? • Have the locations of their base and seasonal camps been determined?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Do the agreement holders demonstrate that they use in a synergistic manner the FPDOs proposed by the MRNF and the tools developed under the ANRQC (e.g. Directive on Wildlife Habitats and Mixed Stands Strategy) to optimize conservation of the wildlife habitats given priority by the Crees? (Sections 3.2, 4.3, 6 and 7 of the GFMP + participation report) • If so, how? • It not, why? Do the agreement holders propose jointly with the tallymen adjustments to the adapted forest regime as necessary to promote conservation of sites of wildlife interest? (Sections 3.2, 4.3.11, 6 and 7 of the GFMP + participation report) Do the agreement holders take part in research projects on wildlife habitats in *Eeyou Istchee*? (Sections 1, 3 and 9 of the GFMP) • If so, state the nature of the projects, the institutions and the researchers • If not, why?			
Issue 6 Ensure the integrity of the family trapline			
Do the agreement holders demonstrate that they took the Crees' concerns into account in the development of their road system and the location of major infrastructures? (Sections 3.2 and 7.3 of the GFMP + participation report) • According to the JWGs, does the plan adequately reflect the consultations with the tallymen on this matter?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Do the agreement holders have information policies for their employees and subcontractors on the land regime of the JBNQA and the rules of good conduct and the hunting and fishing regulations for *Eeyou Istchee*? (Sections 1, 2.2 and 3 of the GFMP) • If so, describe them Do the agreement holders propose measures to monitor the integrity of the territory as a function of changing access? (Sections 2.4.13, 7.3, 8 and 9 of the GFMP)			
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest			
Do the agreement holders plan to allocate jobs to the Crees and to award contracts to Cree businesses as part of their forest activities? (Section 3.2.6 of the GFMP) • Has progress been made in this area? • If not, why? Do the agreement holders provide or support training programs to develop Cree manpower for the forest sector? (Sections 1.2.2 and 3 of the GFMP) • Which programs?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Do the agreement holders try to diversify the employment opportunities for Crees (e.g. involvement of families to monitor forest activities in their traplines, involvement of trappers to control the beaver population near forest roads, etc.)? (Sections 1.2.2 and 3 of the GFMP) Do the agreement holders offer to adapt the conditions of the jobs offered to the Crees to their culture (e.g. opportunity to take part in the goose break and the moose break, respect for Natives' statutory holidays, etc.)? (Sections 1.2.2 and 3 of the GFMP)			
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory			
Are the agreement holders involved in a forest-practices certification process that includes Native concerns? (Section 1.3 of the GFMP) • If so, state which one and where they are in the process Do the agreement holders present continuous improvement objectives based on respect for the Crees' use of the territory (in line with FPDO 11)? (Sections 3.2.3 and 4.3.11 of the GFMP) • How do the agreement holders intend to apply FPDO 11?			

Evaluation guidelines / questions	Observations from the analysis		
	GFMP content	Interview with the mandatary / agreement holders	Interview with members of the JWG
Do the agreement holders demonstrate concern about the integrity of Cree sites in monitoring their management strategy? (Section 8 of the GFMP) • Do the agreement holders have a monitoring protocol for this matter? Do the agreement holders present an information-acquisition strategy that reflects the Crees' concerns? (Section 9 of the GFMP) • If so, how will the information be conveyed within the company? Do the agreement holders work with the Crees to propose a monitoring or research agenda? (Sections 8 and 9 of the GFMP) • Do they cite examples of partnerships with the Crees to develop research questions or projects?			

Appendix C

Detailed results of the review of the plans

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It did describe a few contemporary aspects of the Crees' use of the land, however. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that its company was in the habit of contributing financially to community activities (e.g. hockey tournaments, fishing derbies, etc.) and its senior managers took part in the golf tournament held by Cree organizations. It also said that it had not given its personnel training on the Native way of life but that it was interested in such an activity as part of its Forestry Stewardship Council certification process and because it occasionally noted misunderstanding and mistrust on the part of its employees and Natives at its forest camps. Interview with the JWG (Cree members from Mistissini) The Cree members said that the mandatary's representatives did not take part in community activities and that they interacted with them only during forestry consultations.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The Crees' harvesting of wildlife is omitted in section 2.2.4. In its continuous improvement efforts, the mandatary should increase its cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard. The mandatary demonstrates that it used the tools developed by the Crees to improve its planning.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary The mandatary said it had made field visits with the Cree trappers as necessary to locate sites of special interest or to conduct monitoring. It cited examples of co-operation in which it had provided digital map data to forestry technical personnel in the Cree communities. Interview with the JWG (Cree members from Mistissini) The Cree members confirmed that the planning maps were used adequately during the consultations. They said that the traplines affected by planning had not been very disrupted by forestry operations in the past and that the adjustments as a function of the Cree sites were easier to make.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows in detail the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary showed that it had optimized the Cree participation mechanism by bringing options to the table, rather than completed planning. It was open to changes. The mandatary said that it had a mechanism to document disputes, but that it had not had to use it under this plan. It cited the example of a dispute in the process of being resolved, under the supervision of the JWG, for scarification areas related to a previous plan. The mandatary provided a CD with its plans and the related maps to the Chief of the Cree community as an additional consultation mechanism.	Satisfactory

Results of the review	Qualification of the issue
It said that its process to monitor the Crees' satisfaction was informal and ongoing, since it sees the trappers every year during the consultation on the annual plan. Interview with the JWG (Cree members from Mistissini) The Cree members are generally satisfied with the participation process. They also made reference to the dispute in the process of being resolved.	
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. It cited instances when it had avoided carrying out operations in certain areas at specific times at the request of the Crees. The mandatary said it had not consulted the Crees systematically about the location of the FPDOs. Certain adjustments were evaluated during the participation sessions with the Crees, especially regarding the location of the biological refuges. The participation report provides examples. Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the sites of special interest to the Crees had been respected and that the mandatary had taken into account most of the other sites referred to by the tallymen. They said that discussions about the seasons when sites are used or field visits to clarify certain requests were usually deferred until the annual planning.	Unsatisfactory The mandatary was to consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
They also deplore the fact that the FPDOs were presented for comment once they were already located on the map, as a function of the MNRF's criteria rather than those of the Crees.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest (25%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of wildlife interest are used. It cited instances when it had avoided carrying out operations, especially the burning of windrow in certain areas during the hunting season at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. Certain adjustments were evaluated during the participation sessions with the Crees, especially regarding the location of the biological refuges. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. The mandatary has taken part in a few wildlife research projects in co-operation with the Faune et Parcs Québec (FAPAQ). Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the sites of special interest to the Crees had been respected and that the mandatary had taken into account most of the other sites referred to by the tallymen.	Unsatisfactory The mandatary was to introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
They said that discussions about the seasons when sites are used or field visits to clarify certain requests were usually deferred until the annual planning. They deplore that fact that the FPDOs were already located on the map at the time of the consultation, as a function of the MNRF's criteria rather than those of the Crees.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report shows that inclusion of the Crees' concerns about development of the road system was central to the participation sessions. Several examples of adjustments are documented. Interview with the mandatary The mandatary said that development and maintenance of the road system were major issues during the consultations. It tries as much as possible to adjust its routes as a function of the Crees' concerns. The mandatary has an information policy for its employees and subcontractors on the land regime and the hunting and fishing rules in the territory. Moreover, it intends to reinforce them with the implementation of its FSC process. During the interview, it said that it placed a great deal of emphasis on the control of poaching in its areas of operation. It said that it had to put in place measures to monitor access to the territory as part of its FSC process. Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the consultations had to a great extent concerned access, and that several tallymen saw the development of an access road in their territory, with the advent of forestry operations, as a positive point. They also said there was a problem of vandalism in the trappers' camps during forestry operations.	Satisfactory

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan presents figures on employment and business partnerships with the Crees and forecasts progress in this area (Table 25, section 3.2.6). Interview with the mandatary During the interview, the mandatary gave many examples of contracts awarded to the Crees and repeated attempts to diversify the hiring opportunities. It also gave examples of accommodations made to promote the hiring of Crees (e.g. sylvicultural work near the communities). Lastly, it said it had provided direct training to Cree subcontractors regarding fiscal standards. Interview with the JWG (Cree members from Mistissini) The Cree members said that the Cree sylvicultural entrepreneurs were often given work in the most problematic areas, which did not improve their chances of success.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary During the interview, the mandatary showed it was very involved in its FSC process and demonstrated the will to improve in all respects.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Mistissini) The Cree members confirmed they had been interviewed by the mandatary's FSC auditors to check its efforts concerning Native issues.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It did describe a few contemporary aspects of the Crees' use of the land, however. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that its company was in the habit of contributing financially to community activities (e.g. hockey tournaments, fishing derbies, etc.) and its senior managers took part in the golf tournament held by Cree organizations. It also said that it had not given its personnel training on the Native way of life but that it was interested in such an activity as part of its FSC process and because it occasionally noted misunderstanding and mistrust on the part of its employees and Natives at its forest camps. Interview with the JWG (Cree members from Mistissini) The Cree members said that the mandatary's representatives did not take part in community activities and that they interacted with them only during forestry consultations.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The Crees' harvesting of wildlife is omitted in section 2.2.4. In its continuous improvement efforts, the mandatary should increase its cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard. The mandatary demonstrates that it used the tools developed by the Crees to improve its planning.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary The mandatary said it had made field visits with the Cree trappers as necessary to locate sites of special interest or to carry out monitoring. It cited examples of co-operation in which it had provided digital map data to forestry technical personnel in the Cree communities. Interview with the JWG (Cree members from Mistissini) The Cree members confirmed that the planning maps were used adequately during the consultations. They said that the traplines affected by planning had not been very disrupted by forestry operations in the past and that the adjustments as a function of the Cree sites were easier to make.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows in detail the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary showed that it had optimized the Cree participation mechanisms by bringing options to the table, rather than completed planning. It was open to changes. The mandatary said that it had a mechanism to document disputes but that it had not had to use it under this plan. It cited the example of a dispute in the process of being resolved, under the supervision of the JWG, for scarification areas related to a previous plan. The mandatary provided a CD with its plans and the related maps to the Chief of the Cree community as an additional consultation mechanism.	Satisfactory

Results of the review	Qualification of the issue
Il said that its process to monitor the Crees' satisfaction was informal and ongoing, since it sees the trappers every year during the consultation on the annual plan. Interview with the JWG (Cree members from Mistissini) The Cree members are generally satisfied with the participation process. They also made reference to the dispute in the process of being resolved.	
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. It cited instances when it had avoided carrying out operations in certain areas at specific times at the request of the Crees. The mandatary said it had not systematically consulted the Crees about the location of the FPDOs. Certain adjustments were evaluated during the participation sessions with the Crees, especially regarding the location of the biological refuges. Examples are given in the participation report. Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the sites of special interest to the Crees had been respected and that the mandatary had taken into account most of the other sites referred to by the tallymen. They said that discussions about the seasons when sites are used or field visits to clarify certain requests were usually deferred until the annual planning.	Unsatisfactory The mandatary was to consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
They also deplore the fact that the FPDOs were presented for comment once they were already located on the map, as a function of the MNRF's criteria rather than those of the Crees.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest (25%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of wildlife interest are used. It cited instances when it had avoided carrying out operations, especially the burning of windrow in certain areas during the hunting season at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. Certain adjustments were evaluated during the participation sessions with the Crees, especially regarding the location of the biological refuges. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. The mandatary has taken part in a few wildlife research projects in co-operation with the FAPAQ. Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the sites of special interest to the Crees had been respected and that the mandatary had taken into account most of the other sites referred to by the tallymen. They said that discussions about the seasons when sites are used or field visits to clarify certain requests were usually deferred until the annual planning.	Unsatisfactory The mandatary was to introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
Once again, they deplore that fact that the FPDOs were already located on the map at the time of the consultation, as a function of the MNRF's criteria rather than those of the Crees.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report shows that inclusion of the Crees' concerns about development of the road system was central to the participation sessions. Several examples of adjustments were documented. Interview with the mandatary The mandatary said that development and maintenance of the road system were major issues during the consultations. It tries as much as possible to adjust its routes as a function of the Crees' concerns. The mandatary has an information policy for its employees and subcontractors on the land regime and the hunting and fishing rules in the territory. Moreover, it intends to reinforce them with the implementation of its FSC process. During the interview, it said that it placed a great deal of emphasis on the control of poaching in its areas of operation. It said that it had to put in place measures to monitor access to the territory as part of its FSC process. Interview with the JWG (Cree members from Mistissini) The Cree representatives confirmed that the consultations had to a great extent concerned access, and that several tallymen saw the development of an access road in their territory, with the advent of forestry, as a positive point. They also said there was a problem of vandalism in the trappers' camps during forestry operations.	Satisfactory

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan presents figures on employment and business partnerships with the Crees and forecasts progress in this area (Table 25, section 3.2.6). Interview with the mandatary During the interview, the mandatary gave many examples of contracts awarded to the Crees and repeated attempts to diversify the hiring opportunities. It also gave examples of accommodations made to promote the hiring of Crees (e.g. sylvicultural work near the communities). Lastly, it said it had provided direct training to Cree subcontractors regarding fiscal standards. Interview with the JWG (Cree members from Mistissini) The Cree members said that the Cree sylvicultural entrepreneurs were often given work in the most problematic areas, which did not improve their chances of success.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary During the interview, the mandatary demonstrated that it was very involved in its FSC process and showed the will to improve in all respects.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Mistissini) The Cree members confirmed they had been interviewed by the mandatary's FSC auditors to check its efforts concerning Native issues.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It has also included certain characteristics of the Crees' occupancy in a few other sections of the plan, in particular section 2.2 on the description and use of the territory. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that it was not in the habit of taking part in community activities. It is open to such activities but believes that the invitation has to come from the Crees. It also said it had taken part in training on the Native way of life. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members see certain efforts but deplore the mandatary's lack of understanding of their use of the territory. They cited an occasion when the mandatary wanted to submit a timber-recovery plan after a fire in an area for which it proposed that the tallyman move his sites of wildlife interest (25%) so that it could optimize its operations.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary During the interview, the mandatary showed it had used the tools developed by the Crees to improve its planning. It also said it had a policy to locate and monitor sites of special interest to the Crees which involves the trappers and field visits. It cited examples of co-operation in which it had provided digital data (routes for roads) to the Cree communities and it said it printed maps for trappers who requested them. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members confirmed that the planning maps had been used in a satisfactory way during the consultations. They said that the mandatary had invited certain trappers to go into the field to specify the location of sites of special interest when the sites will be part of the annual planning.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows certain adjustments to the planning discussed with the trappers. Interview with the mandatary During the interview, the mandatary showed that it had optimized the Cree participation mechanism by bringing options to the table, rather than completed planning. The mandatary also tested the use of visual aids during the participation sessions. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members said that the mandatary did not always respect the trappers' requests. They wonder how to act in the event of an unresolved dispute, adding that the Québec government members of the JWG usually resolved everything directly with the companies; they prefer the new participation approach in which the mandatary is present at the table.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of special interest (1%). It also cited its participation report, which sets out harmonization measures that apply to other sites of special interest. The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members think that the sites were respected but said that the MRNF representatives usually did this type of verification.	Satisfactory
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of wildlife interest (25%). It also cited its participation report, which sets out harmonization measures that apply to other wildlife habitats.	Satisfactory

Results of the review	Qualification of the issue
The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Moreover, during the interview the mandatary showed that it was familiar with the Directive on Wildlife Habitats and the Mixed Stands Strategy, and had included these principles in its planning as required. The mandatary has taken part in a few wildlife research projects in co-operation with the Waswanipi Cree Model Forest and the FAPAQ. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members think that the sites were respected but said that the MRNF representatives usually did this type of verification.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report mentions only a few examples of tallymen requesting the construction of certain access roads to sites of special interest. Interview with the mandatary During the interview, however, the mandatary showed that it valued their participation in this respect. It explained, for example, that it offers route options to the tallymen for the development of the road system. The mandatary has no information policy for its employees and subcontractors on the land regime and the hunting and fishing rules in the territory but it said that they were very familiar with the rules.	Improvements desired The participation report could be more explicit regarding inclusion of the Crees' concerns in the development of the road system. The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory.

Results of the review	Qualification of the issue
The mandatary cited as an example its initiatives to the MRNF and the Municipalité de Baie-James (MBJ) to block an access road to a trapline, at the tallyman's request, after forestry operations. Without having a formal policy, this is the monitoring it carries out. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree representatives confirmed that the discussions during the consultations frequently concerned the location and gravelling of roads. They said that the mandatary tried to accommodate the trappers in this regard.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan presents figures on employment and business partnerships with the Crees and forecasts progress in this area (Table 25, section 3.2.6). Interview with the mandatary During the interview, the mandatary said it was open to giving priority to the Crees, provided that they demonstrated consistency and/or competitiveness. It gave a few examples of success but more examples of failure. It said that training takes place directly in the field with rigorous monitoring but it does not have a specific policy on the development of Cree manpower. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members recalled a few road-maintenance contracts awarded to Crees who own heavy equipment. They said that Cree entrepreneurs were often discouraged by the fiscal requirements related to operating a company.	Satisfactory

Results of the review	Qualification of the issue
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The certification process that the mandatary is involved in does not include objectives pertaining to Natives. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary would like to have trial projects to ensure the adapted forest regime under the ANRQC can evolve. Interview with the JWG (Cree members from Oujé-Bougoumou) No reference to this matter.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It also included certain characteristics of the Crees' occupancy in a few other sections of the plan, including section 2.2 on the description and use of the territory. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that it was not in the habit of taking part in community activities. It is open to such activities but believes that the invitation has to come from the Crees. It also said it had taken part in training on the Native way of life. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members see certain efforts but deplore the mandatary's lack of understanding of their use of the territory. They cited an occasion when the mandatary wanted to submit a timber-recovery plan after a fire in an area for which it proposed that the tallyman move his sites of wildlife interest (25%) so that it could optimize its operations.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary During the interview, the mandatary showed it had used the tools developed by the Crees to improve its planning. It also said it had a policy to locate and monitor sites of special interest to the Crees which involves the trappers and field visits. It cited examples of co-operation in which it had provided digital data (routes for roads) to the Cree communities and it said it printed maps for trappers who requested them. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members confirmed that the planning maps had been used in a satisfactory way during the consultations. They said that the mandatary had invited certain trappers to go into the field to specify the location of sites of special interest when the sites will be part of the annual planning.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows certain adjustments to the planning discussed with the trappers. Interview with the mandatary During the interview, the mandatary showed that it had optimized the Cree participation mechanism by bringing options to the table, rather than completed planning. The mandatary also tested the use of visual aids during the participation sessions. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members said that the mandatary did not always respect the trappers' requests. They wonder how to act in the event of an unresolved dispute, adding that the Québec government members of the JWG usually resolved everything directly with the companies; they prefer the new participation approach in which the mandatary is present at the table.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of special interest (1%). It also cited its participation report, which sets out harmonization measures that apply to other sites of special interest. The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members think that the sites were respected but said that the MRNF representatives usually did this type of verification.	Satisfactory
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of wildlife interest (25%). It also cited its participation report, which sets out harmonization measures that apply to other wildlife habitats.	Satisfactory

Results of the review	Qualification of the issue
The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Moreover, during the interview the mandatary showed that it was familiar with the Directive on Wildlife Habitats and the Mixed Stands Strategy, and had included these principles in its planning as required. The mandatary has taken part in a few wildlife research projects in co-operation with the Waswanipi Cree Model Forest and the FAPAQ. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members think that the sites have been respected but said that the MRNF representatives usually did this type of verification.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report refers to only a few examples of tallymen requesting construction of certain access roads to sites of special interest. Interview with the mandatary During the interview, however, the mandatary showed that it valued their participation in this respect. It explained, for example, that it offers route options to the tallymen for the development of the road system. The mandatary has no information policy for its employees and subcontractors on the land regime and the hunting and fishing rules in the territory but it said that they were very familiar with the rules.	Improvements desired The participation report could be more explicit about inclusion of the Crees' concerns about development of the road system. The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory.

Results of the review	Qualification of the issue
The mandatary cited as an example its initiatives to the MRNF and the MBJ to block an access road to a trapline, at the tallyman's request, after forestry operations. Without having a formal policy, this is the monitoring it carries out. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree representatives confirmed that the discussions during the consultations frequently concerned the location and gravelling of roads. They said that the mandatary tried to accommodate the trappers in this regard.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan presents figures on employment and business partnerships with the Crees and forecasts progress in this area (Table 25, section 3.2.6). Interview with the mandatary During the interview, the mandatary said it was open to giving priority to the Crees, provided that they demonstrated consistency and/or competitiveness. It gave a few examples of success but more examples of failure. It said that training takes place directly in the field with rigorous monitoring but it does not have a specific policy on the development of Cree manpower. Interview with the JWG (Cree members from Oujé-Bougoumou) The Cree members recalled a few road-maintenance contracts awarded to Crees who own heavy equipment. They said that Cree entrepreneurs were often discouraged by the fiscal requirements related to operating a company.	Satisfactory

Results of the review	Qualification of the issue
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The certification process in which the mandatary is involved contains no objectives related to Natives. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary would like to have trial projects to ensure the adapted forest regime under the ANRQC can evolve. Interview with the JWG (Cree members from Oujé-Bougoumou) No reference to this matter.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary did not limit itself to describing the historical context of the Native communities in sections 1.2 and 3 of the plan. It also included the characteristics of the Crees' occupancy in several other sections of the plan, particularly section 2.2 on the description and use of the territory. Interview with the mandatary The mandatary is actively involved in community activities, providing financing or lending equipment. Most of its employees are Crees who work directly in the community of Waswanipi. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Satisfactory
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report refers to discussions between the mandatary and the trappers about the planning maps, but the requests arising from these discussions have been deferred until the annual planning. Interview with the mandatary The mandatary said that its five-year planning had already been carried out when it became aware of the trappers' planning maps. The confidentiality agreements were nevertheless signed. The maps will be used more to specify the annual planning. The mandatary has contributed to the development of tools to document the Crees' ecological knowledge by taking part in related research projects by the Waswanipi Cree Model Forest.	Unsatisfactory The mandatary should have adjusted its planning as a function of the planning maps.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members said that the mandatary had begun its consultations with the trappers shortly before the deadline for submission of the plan and that it had not used the planning maps.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The participation report refers to several attempts to meet with the trappers. Interview with the mandatary During the interview, the mandatary's representative stated, however, that most of the tallymen had been met only once. Several of the harmonization requests made by the trappers were deferred until the consultation on the annual plans. The mandatary usually submits its activity reports and its planning to the Waswanipi general meeting for the benefit of the entire community. It has not planned any monitoring activities in the field or satisfaction measures. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the mandatary had begun its consultations with the trappers shortly before the deadline for the submission of the plan. The Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Unsatisfactory The mandatary did not hold the two participation sessions required. The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). Although it seems open to adapting its management proposals regarding the other sites of special interest, the mandatary did not cite any concrete examples. The mandatary did not document the information on the seasons when the Crees use the sites of special interest. The mandatary said it had not involved the Crees in locating the FPDOs, but said it had selected areas for the application of the FPDOs as a function of its knowledge of the Crees' concerns. The areas were nevertheless presented to the tallymen. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory The mandatary should consider harmonization measures for all the sites when the five-year planning is done instead of waiting for the consultation on the annual plan. The mandatary should consult the Crees about the location of the FPDOs.
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest to the Crees (25%). The mandatary is open to adjusting its practices as a function of the Crees' requests in relation to the other wildlife habitats.	Unsatisfactory The mandatary should consider harmonization measures for all the sites when the five-year planning is done instead of waiting for the consultation for the annual plan. The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands

Results of the review	Qualification of the issue
The mandatary did not document the information on the seasons when the sites of wildlife interest are used by the Crees. The mandatary said it had not involved the Crees in locating the FPDOs but said it had selected areas for the application of the FPDOs as a function of its knowledge of the Crees' concerns. These areas were nevertheless presented to the tallymen. The mandatary did not show that it had used the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to include wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	Strategy into its planning in addition to consulting the Crees about all the FPDOs concerning them.
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report states that the trappers' concerns regarding development of the road system are not always included, especially when road construction is planned by an agreement holder other than the mandatary. In these cases, the consultation is deferred until the annual plan. Interview with the mandatary The mandatary has no information policy for its employees or subcontractors on the hunting and fishing regulations or the land regime under the JBNQA and has no measures to monitor access. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this. They added that expansion of the access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	Unsatisfactory Deferring the consultation on the construction and use of forest roads has caused considerable discontent in the past. Often, the mandatary cannot change its plans or practices at the time of the annual plan, on the grounds that the roads have already been built, or the equipment is no longer in the area, or other reasons of that kind. It is essential to address this issue during the five-year planning in co-operation with the tallymen.

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The mandatary has a policy on this matter, as shown by its figures (Table 25, section 3.2.6 of the plan). Interview with the mandatary The mandatary's representative said during the interview that, since the company was located in the community, the schedules were adjusted as a function of the Cree culture. It also gave examples of involvement in Cree manpower development programs and activities to train the personnel it hires. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is not involved in a forestry-practices certification process. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary's representative said during the interview that they were a small company with a small staff and that they tended to do the minimum acceptable to the MRNF.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It also included certain characteristics of the Crees' occupancy in a few other sections of the plan, including section 2.2 on the description and use of the territory. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that it was not in the habit of taking part in community activities. It is open to such activities but believes that the invitation has to come from the Crees. It also said it had taken part in training on the Native way of life. Interview with the JWG (Cree members from Waswanipi) The Cree members said they had invited the mandatary to take part in consultations during a cultural gathering at the Old Post on Waswanipi Lake, but that it had refused on the grounds that it would be more efficient to do so at the office.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard. Interview with the mandatary During the interview, the mandatary showed it had used the tools developed by the Crees to improve its planning. It also said it had a policy to locate and monitor sites of special interest to the Crees which involves the trappers and field visits.	Satisfactory

Results of the review	Qualification of the issue
It cited examples of co-operation in which it had provided digital data (routes for roads) to the Cree communities and it said it printed maps for trappers who requested them. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed that the mandatary had submitted management options to the tallymen, especially regarding the routes of roads, and that it respected the trappers' wishes, except when the requests would cause it to infringe the Forest Act.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows certain adjustments to the planning discussed with the trappers. Interview with the mandatary During the interview, the mandatary showed that it had optimized the Cree participation mechanism by bringing options to the table, rather than completed planning. The mandatary also tested the use of visual aids during the participation sessions. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this. But the Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of interest (1%). It also cited its participation report, which sets out harmonization measures that apply to other sites of special interest. The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Satisfactory
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of wildlife interest (25%). It also cited its participation report, which sets out harmonization measures that apply to other wildlife habitats.	Satisfactory

Results of the review	Qualification of the issue
The mandatary said it informs the Crees, during the participation sessions, of the seasons when it plans to carry out forest activities. The Crees can ask for adjustments if necessary. The mandatary said it had located the FPDOs in consultation with the Crees and, when possible, in line with their interests. It showed us examples in the plan and the participation report. Moreover, during the interview the mandatary showed that it was familiar with the Directive on Wildlife Habitats and the Mixed Stands Strategy, and had included these principles in its planning when required. The mandatary has taken part in a few wildlife research projects in co-operation with the Waswanipi Cree Model Forest and the FAPAQ. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report refers to only a few examples of tallymen requesting the construction of certain roads for access to sites of special interest. Interview with the mandatary During the interview, however, the mandatary showed that it valued their participation in this respect. It explained, for example, that it offers route options to the tallymen for the development of the road system. The mandatary has no information policy for its employees and subcontractors on the land regime and the hunting and fishing rules in the territory but it said that they were very familiar with the rules. The mandatary cited as an example its initiatives to the MRNF and the MBJ to block an access road to a trapline, at the tallyman's request, after forestry operations. Without having a formal policy, this is the monitoring it carries out.	Improvements desired The participation report could be more explicit regarding inclusion of the Crees' concerns in the development of the road system. The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan presents figures on employment and business partnerships with the Crees and forecasts progress in this area (Table 25, section 3.2.6). Interview with the mandatary During the interview, the mandatary said it was open to giving priority to the Crees, provided that they demonstrated consistency and/or competitiveness. It gave a few examples of success but more examples of failure. It said that training takes place directly in the field with rigorous monitoring but it does not have a specific policy on the development of Cree manpower. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed that contracts were awarded to people in the community. Still, they deplore the fact that the contracts awarded to the Crees always seem to involve difficult terrain.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The certification process that the mandatary is involved in does not include objectives pertaining to Natives. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Interview with the mandatary The mandatary would like to have trial projects to ensure the adapted forest regime under the ANRQC can evolve. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It did describe a few contemporary aspects of the Crees' use of the land, however. Interview with the mandatary The mandatary's representatives said during the interview that they had taken part regularly in Cree community activities. They have a policy on this matter. They have also received training on the Native way of life. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The mandatary should further describe the Crees' contemporary use of the territory and demonstrate its understanding of the impacts that forest operations can have on their way of life.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan This management unit affects the Crees' Senneterre traplines for which no tallyman was identified by the Crees. Interview with the mandatary The mandatary contacted the Cree authorities several times about this matter. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	Not applicable

Results of the review	Qualification of the issue
Issue 3 Ensure significant participation by the Crees	
Content of the plan This management unit affects the Crees' Senneterre traplines for which no tallyman was identified by the Crees. Interview with the mandatary The mandatary contacted the Cree authorities several times about this matter. The mandatary has a rigorous program to monitor the agreements and it intends to apply it as soon as the situation is re-established. Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	Not applicable
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement for the only trapline for which sites of special interest to the Crees were identified (1%). Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	Satisfactory

Results of the review	Qualification of the issue
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement for the only trapline for which sites of wildlife interest were identified (25%). Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	Satisfactory
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report says that efforts were made to involve the Crees but that their representatives declined, stating that the tallymen were not identified for this management unit. Interview with the mandatary The mandatary said that in any case it was impossible at that stage to locate its roads and the corresponding bridges. It plans to consult the Crees when they are located for the annual plan, if tallymen have been identified. In addition, the mandatary showed us the tools (field guides) that it uses to inform its employees and subcontractors of the company's policy, especially as regards Native matters.	Improvements desired The mandatary has a policy to inform its subcontractor of its Native policy. The policy could include explanations of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan makes no reference to special efforts to promote Cree employment (Table 25, section 3.2.6), although it states that the management mandatary gives priority to the hiring of Cree workers by the forest management contractors operating in this management unit. Interview with the mandatary The mandatary showed during the interview that it had made a great deal of effort to facilitate the hiring of Crees or Cree companies. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Improvements desired The plan does not discuss the mandatary's efforts.
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary's representative explained its process to obtain FSC certification, and we noted its concern about incorporating the Cree component into the process.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The mandatary documented the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. It did describe a few contemporary aspects of the Crees' use of the land, however. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that it had taken part occasionally in community activities when it was already present for consultation sessions. There is no corporate policy on this matter; the initiative has to come from the community. It said it had also taken part in training on the Native way of life. Interview with the JWG (Cree members from Waskaganish) The Cree members said that the mandatary had visited the community only once, as they recall, as part of its efforts to obtain FSC certification. They deplore the mandatary's lack of interest in the community.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The mandatary should further describe the Crees' contemporary use of the territory and demonstrate its understanding of the impacts that forest activities can have on their way of life. The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report says that the mandatary received the planning maps provided by the Crees and signed the relevant confidentiality agreements. It states that the maps will be used to finalize the five-year planning but does not explain the procedure used or the adjustments made. Interview with the mandatary The mandatary said it had compared its planned logging areas with the information on the maps and saw no overlap.	Improvements desired The participation report included in the plan has to be more precise and describe how the practices have been adjusted as a function of the Cree knowledge documented on the planning maps.

Results of the review	Qualification of the issue
There is no documented effort as such to assist the Crees with their information gathering and organization. During the interview, the mandatary said that it planned to improve this aspect. For example, as part of its FSC certification process, it plans to develop an inventory of sites of special interest to Natives. Interview with the JWG (Cree members from Waskaganish) The Cree members confirmed that the planning maps had been sent.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The participation report states that only one meeting was held with the Crees, whereas the process requires a minimum of two. It also states that the maps serve as third-party participation, whereas their objective is to facilitate discussions between the parties. The plan shows no other initiative by the mandatary to promote a common vision or enlightened consent. Interview with the mandatary With respect to the Crees' satisfaction, the mandatary said it intended to do such monitoring as part of its FSC certification process. Interview with the JWG (Cree members from Waskaganish) The Cree members deplore the fact that the second meeting did not take place. They believe that the trappers were not able to see whether planning changes were made in accordance with their wishes. They feel they were left out and consider the participation process incomplete.	Unsatisfactory The mandatary must, at a minimum, hold the two meetings to ensure the involvement of Cree tallymen.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). Although it seems open to adapting its management proposals regarding the other sites of interest, the mandatary said the Crees had not requested adjustments. The mandatary did not locate the FPDOs in co-operation with the Crees. Interview with the JWG (Cree members from Waskaganish) The Cree members said that very few discussions had concerned the management proposals. They believe that the first meeting was more of an initial contact to take a quick look at the planning as well as an opportunity to introduce the planning maps and to sign the confidentiality agreements.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest to the Crees (25%).	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
The mandatary is open to adjusting its practices as a function of the Crees' requests, but could not cite any examples. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. Interview with the JWG (Cree members from Waskaganish) The Cree members said that very few discussions had concerned the management proposals. They believe that the first meeting was more of an initial contact to take a quick look at the planning as well as an opportunity to introduce the planning maps and to sign the confidentiality agreements. The Cree members told us that an MRNF representative had gone to the community to do a consultation on the FPDO for riparian strips.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan No reference to this matter in the participation report. Interview with the mandatary The mandatary said that the Crees had not been consulted about the routes of the main roads. It believes that this issue is not major because the area in question can be accessed only by an ice bridge. The mandatary said it did not have a policy to inform its employees and subcontractors of the hunting and fishing regulations or the land regime under the JBNQA and had no measures to monitor access.	Unsatisfactory The mandatary must not draw conclusions without consulting the tallymen. Access is a major issue in northern areas that have never been developed, whether it is possible only in winter or during other periods. The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waskaganish) The Cree members believe that the mandatary should have held its second participation meeting. They believe it is especially important to establish a relationship since forestry is just starting in the territory. The current attitude gives the tallymen the impression that the mandatary simply wants to fulfill its requirement to consult the Crees but does not really care about their occupancy of the territory.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan makes no reference to special efforts to promote Cree employment (Table 25, section 3.2.6), although it states that the management mandatary gives priority to the hiring of Cree workers by the forest management contractors operating in this management unit. Interview with the mandatary The mandatary said it usually promoted the hiring of Crees but that there was no potential for it in this management unit, since they harvested only 14,000 m^3 a year and they carried out almost no sylvicultural work there. Interview with the JWG (Cree members from Waskaganish) No reference to this matter.	Unsatisfactory The plan shows no particular effort by the mandatary regarding this issue.
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary The mandatary's representative gave examples of Crees' concerns that it intends to document or process as part of its continuous improvement process for FSC certification. Interview with the JWG (Cree members from Waskaganish) The Cree members confirmed that the mandatary had gone to the community as part of its efforts to obtain FSC certification.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' land use with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary's representatives said during the interview that they had taken part in several community activities (in Waswanipi, however). They also said they had received training on the Native way of life, including all foremen and supervisory employees. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish said that the mandatary had gone to the community only once, as far as they recalled, as part of its efforts to obtain FSC certification. They deplore the mandatary's lack of interest in the community. The Cree member from Nemaska did not recall having met the mandatary's representatives in the community.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The plan should include contemporary data on the Crees' occupancy of the territory and demonstrate that the mandatary understands the impacts of forest activities on their way of life. The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report makes no reference to the existence or the use of the Crees' planning maps. Interview with the mandatary The mandatary believes it received the planning maps too late to be able to include them in the planning. The confidentiality agreements were nevertheless signed.	Unsatisfactory The mandatary should have adjusted its planning as a function of the planning maps.

Results of the review	Qualification of the issue
The mandatary has, however, contributed to the development of tools to document the Crees' ecological knowledge by financing related research projects by the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish confirmed that the planning maps had been sent. In Nemaska, we were told that only one MRNF representative had gone to present the planning and that he did not have access to the planning map. The map was normally to be the subject of a confidentiality agreement and a discussion between the mandatary and the tallyman.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The participation report shows that the mandatary has not held all the meetings required to complete the participation process. Interview with the mandatary It said that a single meeting was deemed adequate and that the monitoring was done with the JWG. The mandatary stressed that it had collaborated on the development of tools by financing the preparation of a visual guide on forest practices for the Crees. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish deplore the fact that the second meeting did not take place. They believe that the trappers were not able to see whether planning changes were made in accordance with their wishes. They feel they were left out and consider the participation process incomplete.	Unsatisfactory The mandatary did not hold the two participation sessions required. Even if agreements are reached during the first meeting, the second meeting is useful to show how the planning was adjusted according to the trappers' requests. The concept of proof is important to ensure the tallymen's enlightened consent. The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
In Nemaska, scheduling conflicts meant that only one meeting took place with an MRNF representative. The members also deplore the lack of a second meeting that would have enabled them to visualize the planning changes, as applicable.	
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said that the planning maps had arrived too late in the process for it to be able to consider the other sites. The participation report nevertheless refers to a harmonization request for a gravel pit outside the 1%. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. The mandatary did not locate the FPDOs related to sites of special interest in co-operation with the Crees. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish said that very few discussions had concerned the management proposals. They believe that the first meeting was more of an initial contact to take a quick look at the planning as well as an opportunity to introduce the planning maps and to sign the confidentiality agreements. In Nemaska, we were told that certain discussions with the MRNF representative had concerned residual blocks and protected areas and that the tallyman concerned had made comments, but that it was not known whether the comments had been conveyed to the mandatary or whether they had been taken into consideration in the plan. We were told that the biological refuges were not discussed.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest (25%). The participation report makes no reference to harmonization measures proposed to the Crees for other wildlife habitats. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. The mandatary says it has taken part in a few wildlife research projects but cannot specify them. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish said that very few discussions had concerned the management proposals. They believe that the first meeting was more of an initial contact to take a quick look at the planning as well as an opportunity to introduce the planning maps and to sign the confidentiality agreements. We were told that the MRNF representative had done a consultation on the FPDO for riparian strips. In Nemaska, we were told that certain discussions with the MRNF representative had concerned residual blocks and protected areas and that the tallyman concerned had made comments, but that it was not known whether the comments had been conveyed to the mandatary or whether they had been taken into consideration in the plan. We were told that the MRNF representative had done a consultation on the FPDO on riparian strips.	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report makes no reference to a specific consultation on the road system. Interview with the mandatary The mandatary said during the interview that the location of the roads was a major concern during the participation session with the Crees. The mandatary has an information policy for employees and subcontractors on the hunting and fishing regulations in the territory. The mandatary does basic monitoring through its foremen in the field, who have direct, sustained contact with the trappers. It gave examples of previous co-operation with the JBACE on this matter. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish confirmed that the location of the roads had been discussed and that the tallymen concerned were comfortable with the proposed routes. The Cree members from Waskaganish believe that the mandatary should have held its second participation meeting. They believe it is especially important to establish a relationship since forestry is just starting in the territory. The current attitude gives the tallymen the impression that the mandatary simply wants to fulfill its requirement to consult the Crees but does not really care about their occupancy of the territory. In Nemaska, no reference was made to discussion of the locations of roads. Moreover, the tallyman concerned raised an issue involving culverts and intermittent streams but it is not known whether this matter was considered in the plan.	Improvements desired The participation report included in the plan has to be more precise and describe how the Crees' concerns are included in development of the road system.

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The mandatary has a policy on employment and training for Cree manpower. General figures for the mandatary's overall operations are included in the plan. Interview with the mandatary The partnership for the Nabakatuk sawmill in Waswanipi is notable, especially as regards previous Cree manpower training programs. The mandatary said it diversified the Crees' employment opportunities, for example by hiring trappers to control beavers or to burn windrow. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish said that a tallyman was interested in obtaining contracts as a heavy equipment operator from the mandatary. The Cree member from Nemaska said that the subject of jobs and contracts was not an issue at the moment because various members of the community were working on construction at the Eastmain 1A powerhouse.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC forest certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy.	Satisfactory

Results of the review	Qualification of the issue
Interview with the mandatary The mandatary said that implementation of the FSC certification process had been slowed by the temporary shutdown of Domtar's mills. Interview with the JWG (Cree members from Waskaganish and Nemaska) The Cree members from Waskaganish confirmed that the mandatary had gone to the community as part of its efforts to obtain FSC certification. No reference to this matter In Nemaska.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' land use with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary's representatives said during the interview that they had taken part in several community activities. They also said they had received training on the Native way of life, including all foremen and supervisory employees. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The plan should include contemporary data on the Crees' occupancy of the territory and demonstrate that the mandatary understands the impacts of forest activities on the Crees' way of life.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report makes no reference to the existence or use of the Crees' planning maps. Interview with the mandatary The mandatary believes it received the planning maps too late to be able to include them in the planning. The confidentiality agreements were nevertheless signed. The mandatary said, however, that it had contributed to the development of tools to document the Crees' ecological knowledge by financing related research projects by the Waswanipi Cree Model Forest.	Unsatisfactory The mandatary should have adjusted its planning as a function of the planning maps.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The participation report shows that the mandatary did not hold the meetings required to complete the participation process in all cases. Interview with the mandatary It said that certain scheduled meetings had been cancelled during the process and that ultimately one meeting was deemed adequate and the monitoring was done with the JWG. The mandatary stressed that it had collaborated on the development of tools by financing the preparation of a visual guide on forest practices for the Crees. The mandatary took the trouble to send an official invitation to the Chief of the community regarding his participation in the third-party process. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Unsatisfactory The mandatary did not hold the two participation sessions required. Even if agreements are reached during the first meeting, the second meeting is useful to show how the planning was adjusted according to the trappers' requests. The concept of proof is important to ensure the tallymen's enlightened consent. The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said that the planning maps had arrived too late in the process for it to be able to consider the other sites. The participation report refers, however, to a harmonization request for a gravel pit outside the 1%. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. The mandatary did not locate the FPDOs related to sites of special interest in co-operation with the Crees. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with the sites of importance to the Crees (1%), that the directive seemed to have come from the MRNF representatives, and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest (25%). The participation report makes no reference to harmonization measures proposed to the Crees for other wildlife habitats. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use.	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
The mandatary says it has taken part in a few wildlife research projects but cannot specify them. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to include wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report refers to consultations on the road system. Interview with the mandatary The mandatary said during the interview that the location of the roads was a major concern during the participation session with the Crees. The mandatary has an information policy for its employees and subcontractors on the hunting and fishing rules in the territory. The mandatary does basic monitoring through its foremen in the field, who have direct, sustained contact with the trappers. It gave examples of previous co-operation with the JBACE on this matter. Interview with the JWG (Cree members from Waswanipi) The Cree members said that expansion of access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	Improvements desired The two participation meetings should have more effectively promoted inclusion of the tallymen's concerns about development of the road system.

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The mandatary has a policy on employment and training for Cree manpower. General figures for the mandatary's overall operations are included in the plan. Interview with the mandatary The partnership for the Nabakatuk sawmill in Waswanipi is notable, especially as regards previous Cree manpower training programs. The mandatary said it diversified the Crees' employment opportunities, for example by hiring trappers to control beavers or to burn windrow. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC forest certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary said that implementation of the FSC certification process had been slowed by the temporary shutdown of Domtar's mills.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' land use with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary said during the interview that the few invitations received from the Crees had never come to fruition. It believes that the initiative has to come from the communities. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The plan should include contemporary data on the Crees' occupancy of the territory and demonstrate that the mandatary understands the impacts of forest activities on the Crees' way of life. The mandatary should develop cultural contacts with the members of the Cree communities concerned.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The planning maps were used during the participation sessions with the Crees, and the confidentiality agreements were signed. The participation report is explicit in this regard. Interview with the mandatary The mandatary said it had assisted the Crees with their information gathering by providing digital information on the logging blocks and road systems.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members said that the planning map was not available in one case since the tallyman had not completed his family map.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary seems open to the idea of introducing a process to monitor the Crees' satisfaction but nothing has been done yet. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of special interest (1%), except in one case where the tallyman asked for an exception. The participation report refers to harmonization measures that apply to other sites of special interest.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
It said during the interview that it adjusted its practices as a function of the seasons when the Crees use the sites, by maintaining a direct link with the trappers in the territory. The mandatary did not locate the FPDOs related to sites of special interest in co-operation with the Crees. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with sites of importance to the Crees (1%), that the directive seemed to have come from the MRNF representatives, and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary The mandatary respected the agreement as regards sites of wildlife interest (25%), except in one case where the tallyman asked for an exception. The mandatary said that it suspended its operations during the Crees' hunting periods. The mandatary did not locate the FPDOs related to sites of wildlife interest in co-operation with the Crees. The mandatary said it was not familiar with the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan says it must apply them in co-operation with the Crees.	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to integrate wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report documents the consultations on the road system. Interview with the mandatary The mandatary confirmed that the location of the roads was a major concern during the participation sessions with the Crees. The mandatary said it did not have a policy to inform its employees and subcontractors of the hunting and fishing regulations or the land regime under the JBNQA and had no measures to monitor access. Interview with the JWG (Cree members from Waswanipi) The Cree members said that expansion of access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	Improvements desired The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan makes no reference to special efforts to promote Cree employment (Table 25, section 3.2.6), although it states that the management mandatary gives priority to the hiring of Cree workers by the forest management contractors operating in this management unit.	Unsatisfactory The mandatary should adopt a hiring and training policy for Cree manpower.

Results of the review	Qualification of the issue
Interview with the mandatary During the interview, the mandatary cited several one-time examples of the hiring of Crees (jobs and contracts), but said that they rarely completed their undertakings. Just the same, it tries to diversify the opportunities by asking trappers to help control the beaver population along forest roads. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is not involved in a forestry-practices certification process. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary said no certification process was in progress. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary said certain employees had taken part in traditional Cree activities, especially in the context of the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The Crees' harvesting of wildlife is omitted in section 2.2.4.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report refers to the submission of the planning maps but does not say whether they were used. Interview with the mandatary During the interview, the mandatary confirmed that the process was followed as recommended by the MRNF. The planning maps were used and the confidentiality agreements were signed. The mandatary said it had contributed to a few research projects.	Improvements desired The participation report included in the plan has to be more precise and describe how the practices have been adjusted as a function of the Cree knowledge documented on the planning maps.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary made a significant effort to incorporate the tallymen's knowledge into their planning. They also said that the planning map was not available in one case because the tallyman had not completed his family map.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The participation report does not explicitly state whether the mandatary held the required two meetings with the trappers. It summarizes the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary said that it had held the required meetings. The mandatary tested the use of visual aids during the participation sessions but the trappers prefer to use paper maps. For this management unit, there is an unresolved dispute regarding an access road that was clearly documented in the participation report. The matter is in the process of being resolved. Interview with the JWG (Cree members from Waswanipi) The Cree members said that one tallyman had refused to take part. Moreover, the Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Improvements desired The participation report included in the plan has to be more precise about the schedule and substance of the meetings. The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.

Results of the review	Qualification of the issue
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. It cited instances when it had avoided carrying out operations in certain areas at specific times at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. It did say, however, that it had used the planning maps provided by the trappers. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with the sites of special interest to the Crees (1%), that the directive seemed to come from the MRNF representatives and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
agreement regarding sites of wildlife interest (25%). The participation report also discusses harmonization measures proposed to the Crees for sites other than the 25%. The mandatary said its operations planning took into account the seasons when sites of wildlife interest are used. It gave examples of its having avoided operations in such areas during the hunting season at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. It did say, however, that it had used the planning maps provided by the trappers. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. It said during the interview that it had not been informed of the existence of these tools. The mandatary has collaborated on a few wildlife research projects, notably with Université du Québec en Abitibi-Témiscamingue (UQAT) and the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to include wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan In this management unit, there is an unresolved dispute over an access road that was clearly documented in the participation report. This matter is in the process of being resolved. The participation report also documents an example of the mandatary's agreeing to the change the route of a road at the tallyman's request. Interview with the mandatary The mandatary said that the Crees' concerns regarding the location of the roads had been respected when possible.	Improvements desired The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.

Results of the review	Qualification of the issue
The mandatary does not inform its employees or subcontractors of the hunting and fishing regulations or the land regime under the JBNQA and has no measures to monitor access. Interview with the JWG (Cree members from Waswanipi) The Cree members would like the dispute over the road to be resolved at a higher level. The Cree members also said that expansion of access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan makes no reference to special efforts to promote Cree employment (Table 25, section 3.2.6), although it states that the management mandatary gives priority to the hiring of Cree workers by the forest management contractors operating in this management unit. Interview with the mandatary The mandatary said during the interview, however, that it hired trappers for more specific roles such as controlling beavers along roads or assisting researchers in the field. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory The mandatary should adopt a hiring and training policy for Cree manpower.

Results of the review	Qualification of the issue
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in the CSA certification process. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary said that the CSA standard contained no specific objectives related to Natives, but included the undertaking to respect the adapted forest regime under the ANRQC. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary's representatives said during the interview that they had taken part in several community activities. They also said they had received training on the Native way of life, including all foremen and supervisory employees. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The plan should include contemporary data on the Crees' occupancy of the territory and demonstrate that the mandatary understands the impacts of forest activities on the Crees' way of life.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report makes no reference to the existence or the use of the Crees' planning maps. Interview with the mandatary The mandatary believes it received the planning maps too late to be able to include them in the planning. The confidentiality agreements were nevertheless signed. The mandatary said, however, that it had contributed to the development of tools to document the Crees' ecological knowledge by financing related research projects by the Waswanipi Cree Model Forest.	Unsatisfactory The mandatary should have adjusted its planning as a function of the planning maps.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members confirmed this.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report shows the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary stressed that it had collaborated on the development of tools by financing the preparation of a visual guide on forest practices for the Crees. The mandatary took the trouble to send an official invitation to the Chief of the community regarding his participation in the third-party process. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Satisfactory
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
agreement regarding sites of special interest to the Crees (1%). The mandatary said that the planning maps had arrived too late in the process for it to be able to consider the other sites. The participation report nevertheless refers to a harmonization request for a gravel pit outside the 1%. The mandatary said its operations planning took into account the seasons when sites of special interest are used. The mandatary did not locate the FPDOs related to sites of special interest in co-operation with the Crees. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with the sites of special interest to the Crees (1%), that the directive seemed to come from the MRNF representatives and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of wildlife interest (25%). The participation report makes no reference to harmonization measures proposed to the Crees for other wildlife habitats. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. The mandatary says it has taken part in a few wildlife research projects but cannot specify them.	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to include wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report documents the consultations on the road system. Interview with the mandatary During the interview, the mandatary said that the location of the roads was a major concern during the participation session with the Crees. The mandatary has an information policy for its employees and subcontractors on the hunting and fishing regulations in the territory. The mandatary does basic monitoring through its foremen in the field, who have direct, sustained contact with the trappers. It gave examples of previous co-operation with the JBACE on this matter. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the expansion of access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	Satisfactory

Results of the review	Qualification of the issue
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The mandatary has a policy on employment and training for Cree manpower. General figures for the mandatary's overall operations are included in the plan. Interview with the mandatary The partnership for the Nabakatuk sawmill in Waswanipi is notable, especially as regards previous Cree manpower training programs. The mandatary said it diversified the Crees' employment opportunities, for example by hiring trappers to control beavers or to burn windrow. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Satisfactory
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in an FSC forest certification process that includes Native concerns. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary said that implementation of the FSC certification process had been slowed by the temporary shutdown of Domtar's mills.	Satisfactory

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary said certain employees had taken part in traditional Cree activities, especially in the context of the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The Crees' harvesting of wildlife is omitted in section 2.2.4.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report refers to the submission of the planning maps but does not state whether they were used. Interview with the mandatary During the interview, the mandatary confirmed that the process had been followed as recommended by the MRNF. The planning maps were used and the confidentiality agreements were signed.	Improvements desired The participation report included in the plan has to be more precise and describe how the practices have been adjusted as a function of the Cree knowledge documented on the planning maps.

Results of the review	Qualification of the issue
The mandatary said it had contributed to several research projects. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary made a significant effort to include the tallymen's knowledge in its planning.	
Issue 3 Ensure significant participation by the Crees	
Content of the plan The mandatary held the required two meetings with the trappers. The participation report summarizes the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary tested the use of visual aids during the participation sessions but the trappers prefer to use paper maps. Interview with the JWG (Cree members from Waswanipi) The Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

Results of the review	Qualification of the issue
Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. It cited instances when it had avoided carrying out operations in certain areas at specific times at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. It did say, however, that it had used the planning maps provided by the trappers. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with the sites of special interest to the Crees (1%), that the directive seemed to come from the MRNF representatives and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	
Issue 5 Ensure that hunting, fishing and trapping activities can be maintained	
Content of the plan Confidential information not included in the plan. Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement as regards sites of wildlife interest (25%). The participation report also discusses harmonization measures proposed to the Crees for sites other than the 25%. The mandatary said it took into account the use of sites of wildlife interest in its operations planning. It cited instances when it had avoided carrying out operations in certain areas during the hunting season at the request of the Crees.	Unsatisfactory The mandatary should introduce the Directive on Wildlife Habitats and the Mixed Stands Strategy into its planning, in addition to consulting the Crees about all the FPDOs concerning them.

Results of the review	Qualification of the issue
The mandatary said it had not consulted the Crees about the location of the FPDOs. It did say, however, that it had used the planning maps provided by the trappers. The mandatary did not use the Directive on Wildlife Habitats or the Mixed Stands Strategy, even though its own plan recommends their use. It said during the interview that it had not been informed of the existence of these tools. The mandatary has collaborated on a few wildlife research projects, notably with UQAT and the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary did its best to include wildlife sites other than the 25%. But they believe that the consultation on the FPDOs was non-existent.	
Issue 6 Ensure the integrity of the family trapline	
Content of the plan The participation report does not give specific examples of harmonization measures concerning the road system that were requested by the tallymen. Interview with the mandatary The mandatary said during the interview that the Crees' concerns regarding the location of the roads had been respected when possible. The mandatary does not inform its employees or subcontractors of the hunting and fishing regulations or the land regime under the JBNQA and has no measures to monitor access. Interview with the JWG (Cree members from Waswanipi) The Cree members said that expansion of access roads was a constant concern for the tallymen.	Improvements desired The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.

Results of the review	Qualification of the issue
Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	
Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
Content of the plan The plan makes no reference to special efforts to promote Cree employment (Table 25, section 3.2.6), although it states that the management mandatary gives priority to the hiring of Cree workers by the forest management contractors operating in this management unit. Interview with the mandatary The mandatary said during the interview, however, that it hired trappers for more specific roles such as controlling beavers along roads or assisting researchers in the field. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory The mandatary should adopt a hiring and training policy for Cree manpower.
Issue 8 Implement a continuous improvement process that incorporates the Crees' use of the territory	
Content of the plan The mandatary is involved in the CSA certification process. The plan presents the grids provided by the MRNF regarding FPDO 11 and monitoring of the management strategy. Interview with the mandatary The mandatary said that the CSA standard contained no specific objectives related to Natives, but included the undertaking to respect the adapted forest regime under the ANRQC.	Improvements desired The mandatary should be able to propose continuous improvement objectives regarding Native issues.

Results of the review	Qualification of the issue
Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	

Results of the review	Qualification of the issue
Issue 1 Recognize the Crees' specific and distinct use of the territory to meet their cultural, social and economic needs	
Content of the plan The plan shows that the mandatary made the minimum effort to document the historic characteristics of the Crees' occupancy of the territory with basic information obtained mainly from websites. Interview with the mandatary Regarding intercultural contacts, the mandatary said certain employees had taken part in traditional Cree activities, especially in the context of the Waswanipi Cree Model Forest. Interview with the JWG (Cree members from Waswanipi) No reference to this matter.	Unsatisfactory This issue is fundamental, and the plan must make it possible to determine whether the mandatary understands the environment where it operates. This is a prerequisite so that the planners can optimize the measures in the ANRQC and improve their management proposals. The reader concludes from the plan that the mandatary believes all the Crees' needs are met by the adapted forest regime under the ANRQC. It therefore does not take the trouble to describe its understanding of the Crees' occupancy of the territory (section 1.2.2). The Crees' harvesting of wildlife is omitted in section 2.2.4.
Issue 2 Promote inclusion of the Crees' ecological knowledge in forest management planning	
Content of the plan The participation report refers to the submission of the planning maps but does not state whether they were used. Interview with the mandatary During the interview, the mandatary confirmed that the process was followed as recommended by the MRNF. The planning maps were used and the confidentiality agreements were signed with the exception of only one (the tallyman did not want to sign it).	Improvements desired The participation report included in the plan has to be more precise and describe how the practices have been adjusted as a function of the Cree knowledge documented on the planning maps.

Results of the review	Qualification of the issue
The mandatary said it had contributed to a few research projects. Interview with the JWG (Cree members from Waswanipi) The Cree members recognize that the mandatary made a significant effort to include the tallymen's knowledge in its planning.	
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Content of the plan The mandatary held the required two meetings with the trappers. The participation report summarizes the planning adjustments discussed with the trappers. Interview with the mandatary The mandatary tested the use of visual aids during the participation sessions but the trappers prefer to use paper maps. Interview with the JWG (Cree members from Waswanipi) The Cree members said that one tallyman had refused to take part. Moreover, the Cree members said that the tight schedule in the case of Waswanipi (30 minutes per meeting), given the number of traplines affected, did not always allow for significant participation by the tallymen.	Improvements desired The mandatary should provide a mechanism to monitor the Crees' satisfaction with their involvement in the planning mechanisms.
Issue 4 Respect sites that are important to the Crees	
Content of the plan Confidential information not included in the plan.	Unsatisfactory The mandatary should consult the Crees about the location of the FPDOs.

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Interview with the mandatary During the interview, the mandatary said that it had complied with the provisions of the agreement regarding sites of special interest to the Crees (1%). The mandatary said it had considered the other sites when possible. The mandatary said that its operations planning took into account the seasons when sites of special interest are used. It cited instances when it had avoided carrying out operations in certain areas at specific times at the request of the Crees. The mandatary said it had not consulted the Crees about the location of the FPDOs. It did say, however, that it had used the planning maps provided by the trappers. Interview with the JWG (Cree members from Waswanipi) The Cree members said that certain biological refuges overlapped with the sites of special interest to the Crees (1%), that the directive seemed to come from the MRNF representatives and that this situation would never have been accepted if the mandatary had consulted the tallymen when they were located.	
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Results of the review	Qualification of the issue
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Content of the plan The participation report does not give specific examples of harmonization measures concerning the road system that were requested by the tallymen. Interview with the mandatary During the interview, the mandatary said that the Crees' concerns regarding the location of the roads had been respected when possible. The mandatary does not inform its employees or subcontractors of the hunting and fishing regulations or the land regime under the JBNQA and has no measures to monitor access. Interview with the JWG (Cree members from Waswanipi) The Cree members said that expansion of access roads was a constant concern for the tallymen. Many would like the forestry companies to block off the roads after forestry operations end, in order to limit access, but the MRNF is against this practice.	Improvements desired The mandatary should inform its employees and subcontractors of the land regime and the hunting and fishing rules in the territory. The mandatary should establish measures to monitor the integrity of the territory as a function of changing access.

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Issue 7 Increase the diversity of the economic and social benefits that the Cree communities derive from the forest	
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